



**MCC REIMAGINED, 2031**

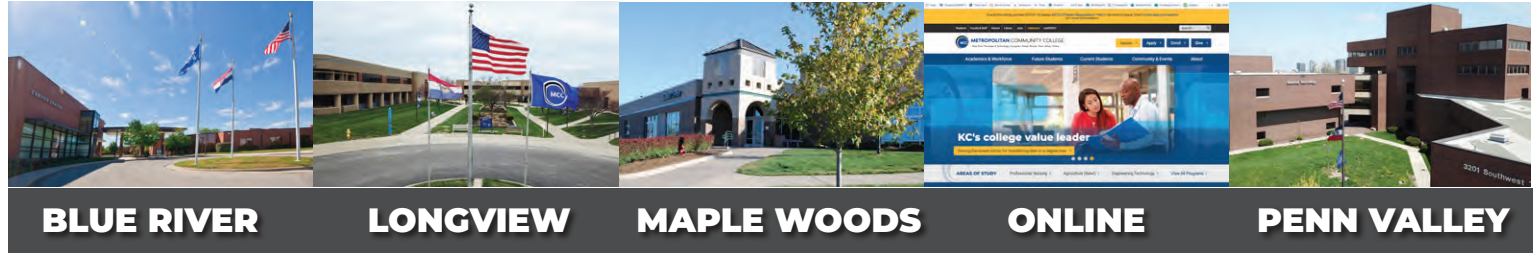
# PLAYBOOK



**METROPOLITAN** COMMUNITY COLLEGE

Blue River | Longview | Maple Woods | Online | Penn Valley

# CONTENTS



<b>SECTION A - EXECUTIVE SUMMARY.....A1</b>	<b>SECTION F - PLANNING CYCLES..... F1</b>
Interconnectivity of the Metropolitan Community College Playbook.....A3	Planning Cycle Definitions.....F2
The MCC Playbook Explained .....A4	Planning Cycles .....F3
	MCC Planning Continuum .....F5
	Institutional Effectiveness Cycle ..... F6
<b>SECTION B - LEADERSHIP'S COMMITMENT TO THE PLAN.....B1</b>	<b>SECTION G - SHARED SERVICE/CAMPUS PLANS...G1</b>
Letter from the President of the MCC Board of Trustees..... B2	MCC - Blue River Campus ..... G3
MCC Board of Trustees..... B3	MCC - Longview Campus ..... G5
Letter from the MCC Foundation Chair .....B5	MCC - Maple Woods Campus.....G7
Letter from the Chancellor.....B7	MCC - Online Campus.....G9
Metropolitan Community College Executive Cabinet.....B8	MCC - Penn Valley Campus..... G11
	Diversity, Equity & Inclusion ..... G13
	Financial & Administrative Services ..... G15
<b>SECTION C - WHY WE SERVE KANSAS CITY AND BEYOND ..... C1</b>	MCC Foundation..... G17
Institutional Achievements..... C2	Facility Services..... G19
Economic Impact ..... C3	Human Resources ..... G21
	Institutional Effectiveness, Research & Technology ..... G23
<b>SECTION D - WHERE, WHO, AND HOW WE SERVE.....D1</b>	Information Technology..... G25
MCC Service Area .....D2	Instructional Services ..... G27
MCC Service Area Data .....D3	Legal ..... G29
Academic Year 2020-2021 Enrollment by Student Demographics..... D4	Student Success and Engagement ..... G31
Industry Data.....D5	
<b>SECTION E - MCC REIMAGINED, 2031..... E1</b>	
Alignment with Preparing Missourians to Succeed: A Blueprint for Higher Education ....E2	
The Process ..... E3	
The Heart of the Strategic Plan ..... E5	
MCC's Strategic Continuum..... E6	
MCC Reimagined, 2031 Strategy Map ..... E7	
Assessment of the Plan ..... E9	



# SECTION A

## EXECUTIVE SUMMARY

Life as we know it has changed dramatically over the past several years. As higher education continues to evolve and the world adapts to its new post-pandemic normal, Metropolitan Community College (MCC) stands prepared to continue leading the way in workforce development, training, and education in the Kansas City region. Although maintaining our position at the front of the pack will require determination and perseverance, the MCC community has proven time and time again that it is up to the challenge.

The following pages of the MCC Reimagined Playbook celebrate the College as it exists in the year 2022 while simultaneously anticipating a decade of growth, evolution, and continued success. Sections B, C, and D provide context that informs the College's path forward into the future. Who are we and who do we serve? What motivates us to do what we do? How might our programs and training opportunities change over the next ten years?

Section E details MCC Reimagined 2031, the College's 2022-2031 strategic plan. Developed through an extensive

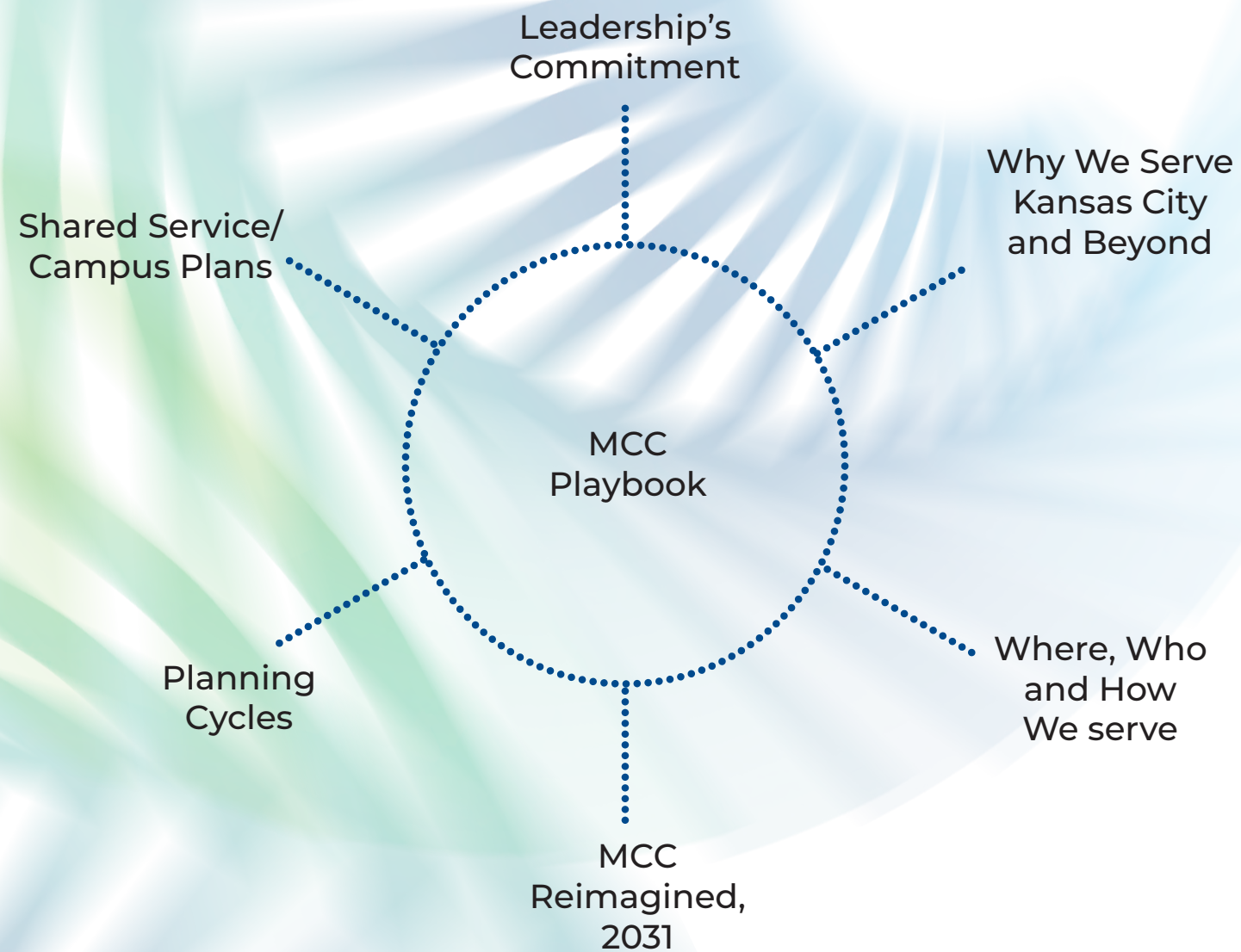
eighteen-month outreach and data analysis period involving input from all of the College's stakeholders, the strategic plan identifies broad organizational goals that the College aspires to achieve over the next ten years.

Sections F and G detail MCC's approach to integrated planning and explain how planning at all levels of the College interconnect to support the advancement of the broad goals identified in the strategic plan. Section G, specifically, brings the strategic plan to life through a series of three-year plans unique to each campus and shared service at the College. The Playbook will be regularly updated throughout the life of the strategic plan to reflect the evolution of planning efforts at the shared service/campus level.

Thank you for taking the time to explore the MCC Reimagined Playbook. We are truly excited to embark on this next chapter of the College's journey.



## INTERCONNECTIVITY OF THE MCC PLAYBOOK



## THE MCC PLAYBOOK EXPLAINED

The MCC Reimagined Playbook is comprised of seven sections that collectively set a framework for the College's path to success over the next ten years. Additional information about each section is below:

**Section A:** Executive Summary – Section A outlines the organizational structure of the MCC Reimagined Playbook and provides a brief descriptor of each section.

**Section B:** Leadership's Commitment to the Plan –The support of MCC's leadership teams is paramount to the success of the College over the next decade. Section B includes messages from the Chancellor, Board of Trustees, and the MCC Foundation.

**Section C:** Why We Serve Kansas City and Beyond – MCC is committed to impacting the lives of our students in the Kansas City metropolitan area and beyond. Section C outlines the College's institutional achievements and the impact the College has on the Kansas City metro economy.

**Section D:** Where, Who, and How We Serve – Section D compares the demographics of the MCC service area to the MCC student body. The section also identifies existing and emerging workforce trends, setting the stage for potential program growth over the next ten years.

**Section E:** MCC Reimagined, 2031 – Section E is all about MCC Reimagined, the College's 2022-2031 strategic plan. It provides information about the extensive data collection and public engagement activities that led up to the development of the plan, as well as a basic overview of the strategic themes and organizational goals that will serve as the College's priorities in the coming decade. As a Balanced Scorecard (BSC) Institution, MCC honors the key tenant that what gets measured gets managed. It has identified a set of Key Performance Indicators (KPIs) that the College will track to measure progress on the plan over the coming years.

**Section F:** Planning Cycles – MCC is committed to institutional planning. Section F explores the College's various planning cycles and how they interrelate in support of MCC's shared organizational goals, mission, and vision.

**Section G:** Shared Service/Campus Plans – The strategic plan is brought to life in the form of specific shared service and campus plans. These three-year plans, documented in Section G, serve as the foundation of each campus and shared service's short-range priorities and prove that all units of the College can support broader College priorities while still pursuing their own individual needs.





## SECTION B

### LEADERSHIP'S COMMITMENT TO THE PLAN

## LETTER FROM THE PRESIDENT OF THE MCC BOARD OF TRUSTEES

Dear MCC Community,

On behalf of the Metropolitan Community College Board of Trustees, I am proud to support MCC Reimagined, our much anticipated 2022-2031 strategic plan. Over the past two years, MCC employees, students, alumni and community members have been hard at work developing a plan to guide the College into the next decade as it navigates the ever-changing higher education and workforce landscapes. MCC Reimagined outlines a bold vision for the College's future, one I am confident will be fulfilled under the strategic implementation of MCC Reimagined.

Although the past two years have presented the College — and the world — with unprecedented challenges, MCC has continued to thrive. Over the course of the 2021-2022 academic year, construction was completed on three new educational buildings that have transformed the way we educate, train, and engage with our students.

The fall semester began with the opening of the new Engineering Technology Building at the MCC-Penn Valley Campus in midtown Kansas City. The 6,900-square-foot building is home to MCC's popular Engineering Technology program as well as a FabLab maker space and a 3-D printing/prototyping lab, both of which serve as an opportunity for community members to come on campus and learn the many things MCC has to offer.

In January 2022, MCC relocated many of its workforce training programs, including construction management, building maintenance and construction, computer-integrated machining and manufacturing, heating, ventilation, and air conditioning (HVAC), industrial

technology, and welding, from the MCC-Business & Technology Campus to the state-of-the-art Advanced Technical Skills Institute (ATSI) located along the Troost Corridor. ATSI's centralized location will open the doors to education for more members of our community and its cutting-edge technology will ensure they leave MCC ready to hit the ground running.

Finally, MCC launched its new Blue River East building, an addition just down the road from the MCC-Blue River Campus in Independence, MO. The facility is well-equipped with the technology and space needed to house MCC's commercial driver's license (CDL), utility lineman, warehousing/logistics programs, and the Great Plains OSHA Education Center.

All of these achievements are a true testament to the perseverance of the MCC community, and I am confident that this determination will carry the College through a continued period of growth and prosperity as we operationalize the bold ambitions reflected in MCC Reimagined.

On behalf of the MCC Board of Trustees, I look forward to standing with the College as it seeks to fulfill its mission of preparing students, serving communities, and creating opportunities for all.

Sincerely,

Trent M. Skaggs  
Subdistrict 1  
Board of Trustees President

# METROPOLITAN COMMUNITY COLLEGE BOARD OF TRUSTEES



**Trent M. Skaggs**  
Subdistrict 1 (2012- ), President (2016- )



**Jermaine Reed**  
Subdistrict 2 (2020- ), Vice-President (2022- )



**Barbara Washington**  
Subdistrict 3 (2016- )



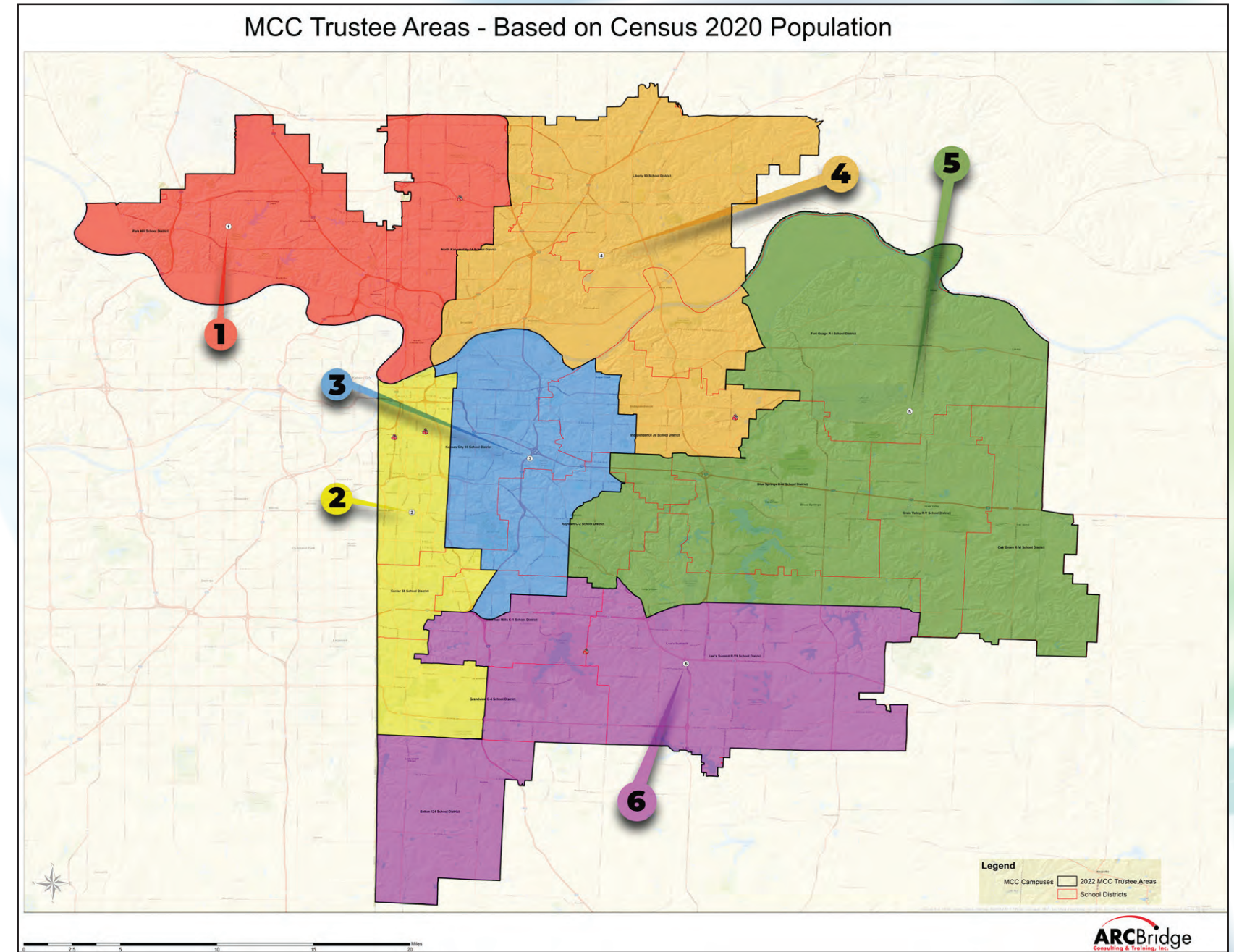
**Holmes Osborne**  
Subdistrict 4 (2019- )



**Ellen Martin**  
Subdistrict 5 (2018- )



**Chris Benjamin**  
Subdistrict 6 (2022- )



MCC's trustees are elected by the public and serve six-year terms. The board meets monthly.

## LETTER FROM THE MCC FOUNDATION CHAIR

Dear Kansas City Metropolitan Community,

The Metropolitan Community College Foundation is pleased to support MCC Reimagined, the College's 2022-2031 strategic plan, and stands prepared to support MCC in fulfilling its mission of preparing students, serving communities and creating opportunities for all through the growth of the Foundation's strategic partnerships with the thriving business and philanthropic communities in the Kansas City area.

The launch of MCC Reimagined coincides with an exciting period of momentous progress for the Foundation. Less than two years into the Path Forward Capital Campaign, the MCC Foundation has secured over \$14 million of the campaign's \$20 million goal. These contributions will be instrumental in developing new cutting-edge programs, making major capital improvements to enhance the MCC student experience, and expanding student scholarships to ensure an MCC education is within everyone's reach.

Through tireless efforts on priorities such as the Path Forward Campaign, the Foundation is proud to have expanded the amount of private support available to students every year since its establishment in 1976. In 2021 alone, 598 students received a combined total of \$634,000 in scholarships and the Foundation is on track to surpass that number again this year!

Finally, the Foundation continues to make significant progress in growing its alumni base through targeted outreach, an increased community presence, and networking and learning opportunities. We believe wholeheartedly in the value of robust alumni engagement and are excited to expand our dedicated focus on these efforts in the coming years.

We look forward to working in collaboration with the Chancellor, the MCC Board of Trustees, and the Kansas City metropolitan community as we embark on a journey to reimagine MCC.

Sincerely,



Bret Bonge  
Chair  
MCC Foundation  
Board of Directors



## LETTER FROM THE CHANCELLOR

Dear MCC Community,

It's an exciting time to be at Metropolitan Community College (MCC). Although the past two years brought intense difficulties, the MCC spirit prevailed. Instead of allowing ourselves to be defeated by the uncertainty of the world around us, we embraced an opportunity to reflect on MCC's past while anticipating a bright future. This introspection resulted in MCC Reimagined, the College's 2022-2031 strategic plan.

The development of MCC Reimagined engaged an unprecedented number of students, employees, alumni and community members. Through an extensive series of surveys, interviews, charrettes, and town halls, the College captured more than 38,000 unique data points pertaining to MCC's future. These expressions were carefully analyzed and are woven throughout the fabric of the plan.

MCC Reimagined is unlike any other strategic plan in the College's history. In addition to 14 long-term organizational goals aligned to four key themes, the plan also features revised mission and vision statements and the College's first set of formally adopted organizational values. These updates reflect the priorities of MCC as a 21st Century college, and I am confident they will serve us well as we navigate the years ahead.

We have a lot of hard work ahead of us, but I know we are up to the task. The beauty of MCC Reimagined is that it is everyone's strategic plan. It belongs to our students,



to our employees, to our community, and to you. I am proud of the College's extensive efforts to offer all stakeholders a seat at the table and I thank everyone who took time to weigh in on the next chapter of MCC's storied history.

In the pages that follow this letter, you will find the MCC Reimagined Playbook. This document operationalizes the College's long-term organizational goals through a series of mid-term plans developed by MCC's campuses and shared services. These plans are truly where the rubber meets the road, breathing life into the strategic plan through the identification and execution of specific mid-term goals that impact the College's overarching long-term organizational goals.

A living document, the Playbook will be evaluated periodically throughout the decade of MCC Reimagined to ensure it remains responsive to the College's needs and priorities.

Thank you for joining us on the journey to reimagine MCC. I can't wait to see what lies ahead.

Sincerely,

Dr. Kimberly Beatty  
Chancellor

## METROPOLITAN COMMUNITY COLLEGE EXECUTIVE CABINET



**Kimberly Beatty, Ed.D.**  
Chancellor



**John Chawana, Ph.D.**  
Vice Chancellor, Institutional Effectiveness, Research and Technology



**Donald Chrusciel, Ph.D.**  
Vice Chancellor of Administrative Services and Chief Financial Officer



**Sandra Garcia, J.D.**  
Chief Legal Officer



**Sue Gochis**  
Vice Chancellor of Instruction and Chief Academic Officer



**Gabriela Flores, M.S.M.**  
Associate Vice Chancellor of Diversity, Equity and Inclusion and Chief Diversity Officer



**Tyjaun Lee, Ph.D.**  
President, MCC-Penn Valley



**Rosemary Martin**  
Associate Vice Chancellor of Human Resources and Chief Human Resources Officer



**Thomas W. Meyer, Ph.D.**  
President, MCC-Blue River and MCC-Online



**Josh O'Brien**  
Chief of Staff



**Larry Rideaux Jr., Ed.D.**  
President, MCC-Maple Woods



**Kathrine Swanson, Ed.D.** President, MCC-Longview, and Vice Chancellor, Student Success and Engagement





# INSTITUTIONAL ACHIEVEMENTS

*“We are fortunate to have MCC in our community, educating our future leaders and providing valuable workforce training in key industries for Kansas Citians of all backgrounds. A great city needs great partners, and MCC is an important one for us here in Kansas City.”*

*Mayor Quinton Lucas,  
Kansas City, MO.*

## SECTION C WHY WE SERVE KANSAS CITY AND BEYOND

### Looking to the Future

MCC has achieved a great deal in its 107-year history. From Missouri’s first community college to one of the largest community colleges in the region, MCC has a proven track record of supporting the diverse critical needs of the Kansas City metropolitan area through cutting-edge education, skills, and workforce training. This track record has earned the College a reputation as one of the most affordable and valuable options for individuals looking to jump-start their college career, attain career or technical education, or expand their existing skill set.

These achievements are a remarkable testament to the tireless work of faculty, staff, and administrators, but the College cannot stop there. As it prepares to embark on the next chapter of MCC’s storied history, the College is more poised than ever to achieve its vision of becoming the Kansas City region’s college of choice where all are encouraged to learn, discover and engage.

- #1 Most affordable community college in Missouri\***
- #1 in granting a two-year award to non-white students\*\***
- #2 in granting a two-year award to female students\*\***
- #2 in granting a two-year award to Hispanic students\*\***
- #3 in granting any award to Pell Grant Recipients\*\***
- #3 in granting any award to Black/African American students\*\*\***
- #4 in granting any award to non-white students\*\*\***

*\*MDHEWD Missouri Comprehensive Fee Survey for Public Institutions of Higher Education: FY2022*

*\*\* MCC Office of Institutional Research: based on the 87 two-year degree granting institutions in the Bureau of Economic Analysis Plains Region: IA, KS, MN, MO, NE, ND & SD. Based on awards granted within 150% time to completion.*

*\*\*\* MCC Office of Institutional Research: based on the 87 two-year degree granting institutions in the Bureau of Economic Analysis Plains Region: IA, KS, MN, MO, NE, ND & SD. Based on AY 2019-2020 completions.*

# ECONOMIC IMPACT

The mission of MCC is to prepare students, serve communities, and create opportunities for all. As part of this mission, MCC is committed to responding to the diverse workforce needs of the Kansas City metropolitan area. Employment requiring a 2-year degree or certificate is expected to grow by .9% every year over the next ten years\*. MCC will continue to work closely with the business community to identify emerging workforce needs and ensure an adequate pool of educated and trained individuals to address those needs.

MCC has a long history of significantly impacting the Kansas City metropolitan area's economy for the better. As of April 2018, the annual impact of the increased earnings of MCC's alumni and the businesses they work for totaled \$722.1 million in added income. The impact of MCC's payroll and day-to-day spending resulted in \$102 million in added income for the metro area, and the impact of daily spending of MCC students retained and attracted to the region resulted in \$17.6 million in added annual income. For every \$1 invested in education at MCC, students reap \$3.60 in lifetime earnings. For every \$1 invested in MCC by taxpayers, \$4.10 is generated in added taxes and public sector savings. Finally, for every \$1 invested in MCC by society, \$10.90 is generated in added state revenue and social savings\*\*.

MCC recognizes that the Kansas City metro is rapidly changing; the Kansas City of tomorrow will look different than the Kansas City of today. Through the deployment

## For every \$1 invested by...

 **STUDENTS \$3.60** in lifetime earnings



 **TAXPAYERS \$4.10** in added taxes and public sector savings



 **SOCIETY \$10.90** in added state revenue and social savings



**ALUMNI  
IMPACT** 

Impact of the increased earnings of MCC's alumni and the businesses they work for

**\$722.1  
MILLION**  
ANNUAL ADDED INCOME

REFLECTS FISCAL YEAR 2016-17

of MCC Reimagined, the College is prepared to embrace the inevitability of change and boldly open the door to the future.

\*JobsEQ, <http://www.chmuraecon.com/jobseq>

\*\*Emsi Analysis of the Economic Impact and Return on Investment of Education: The Economic Value of Metropolitan Community College – Kansas City, 2018.



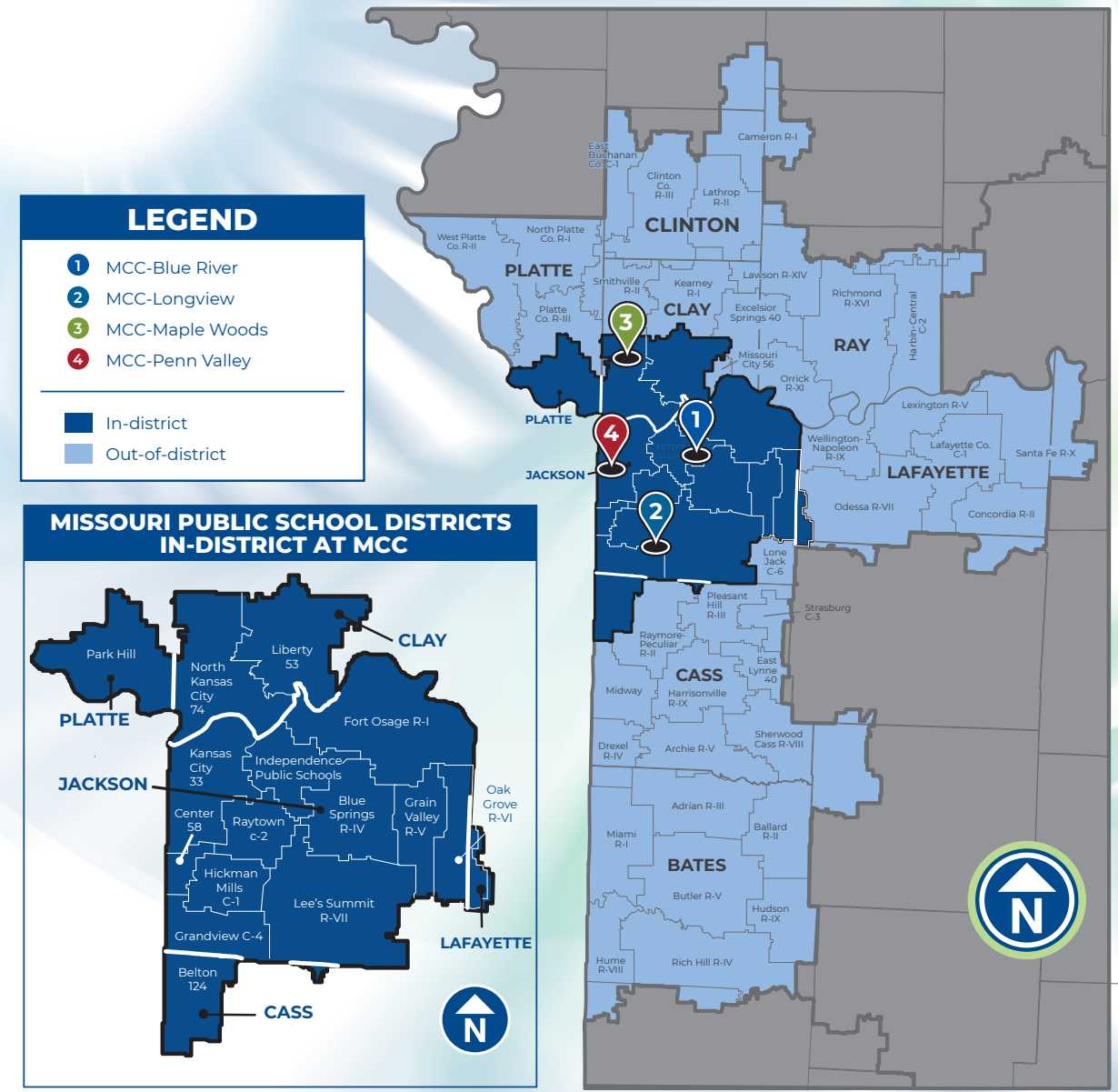
*"I have had the privilege of working with Dr. Kimberly Beatty and MCC on a number of projects and events during my time as superintendent at Kansas City Public Schools. Dr. Beatty and her team are true professionals, responsive, supportive and visionary. Their expansion of facilities and programs in the urban core has already led to more opportunities for our students and our graduates. And the best is yet to come from MCC, which is great news for Kansas City Public Schools and our community."*

*Dr. Mark Bedell,  
Kansas City Public School District  
Superintendent*

## SECTION D

### WHERE, WHO, AND HOW WE SERVE

## MCC SERVICE AREA



## MCC SERVICE AREA DATA

MCC has four physical campuses located in Kansas City, MO, Lee's Summit, MO, and Independence, MO, as well as an online campus that is accessible to students living almost anywhere in the world.

The MCC service area consists of eight Missouri Counties, including Bates, Cass, Clay, Clinton, Jackson, Lafayette, Platte, and Ray. The estimated total population of the service area is 1,247,130, 76.3% of which are age 18 or older.

Source: JobsEQ, <http://www.chmuraecon.com/jobseq>.

Population Information 2020 Estimate	
Total Population	1,247,130
Adult Population (18 to 24 years old)	100,704
Adult Population (25 to 34 years old)	181,821
Adult Population (35 to 44 years old)	160,015
Adult Population (45 to 54 years old)	156,760
Adult Population (55 to 64 years old)	162,571
Adult Population (65 + years old)	189,672
Adult Population (% of total)	76.3%
Household Information 2020 Estimate	
Total Housing Units	550,999
Poverty Level (of all people)	11.3%
Households Receiving Food Stamps/SNAP	9.1%
Income Information 2020 Estimate	
Median Household Income	\$63,264
Median House Value	\$172,621
Per Capita Income	\$33,553
Gender 2020 Estimate	
Male	607,387 / 48.7%
Female	639,743 / 51.3%

Educational Attainment Information 2020 Estimate (Ages 25-64)		
No HS Diploma	47,552	7.2%
High School/GED	181,967	27.5%
Some Collge, no Degree	154,942	23.4%
Associate's	55,253	8.4%
Bachelor's Degree	146,294	22.1%
Postgraduate	75,159	11.4%
Race Information 2020 Estimate		
Black or African American	190,919	15.3%
Asian	22,504	1.8%
White	939,090	75.3%
Native Hawaiian/Pacific Islander	3,991	0.3%
Two or More Races	52,101	4.2%
American Indian/Alaska Native	4,330	0.3%
Other	34,195	2.7%
Ethnicity Information 2020 Estimate		
Hispanic or Latino (of any race)	95,055	7.6%
Not Hispanic/Latino	1,152,075	92.4%

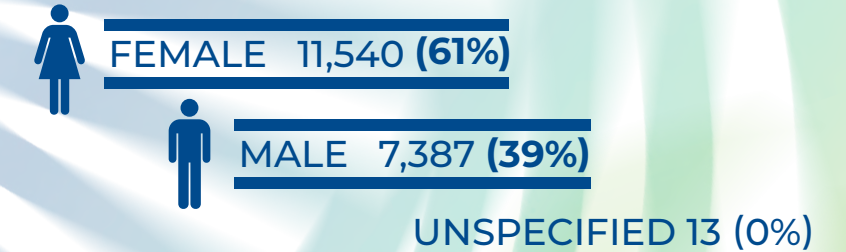
Sources: 2020 Census Bureau Data (B15001, DP03, DP04, DP05, S1701)

## ACADEMIC YEAR 2020-2021 ENROLLMENT BY STUDENT DEMOGRAPHICS

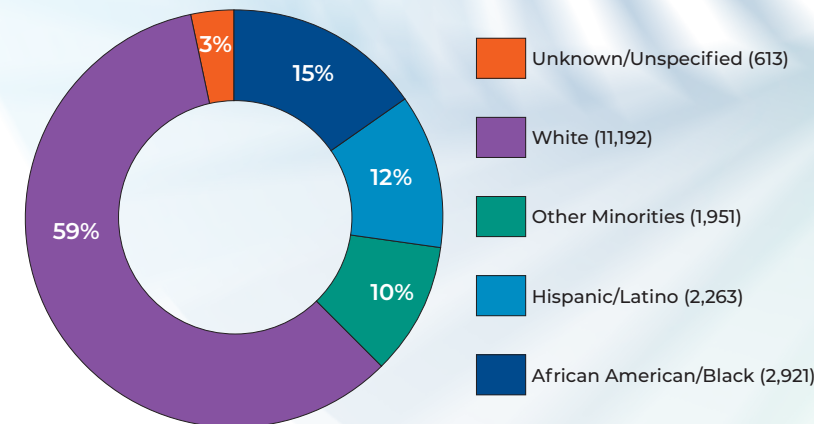
### STUDENT HEAD COUNT



### Unduplicated Headcount by Gender



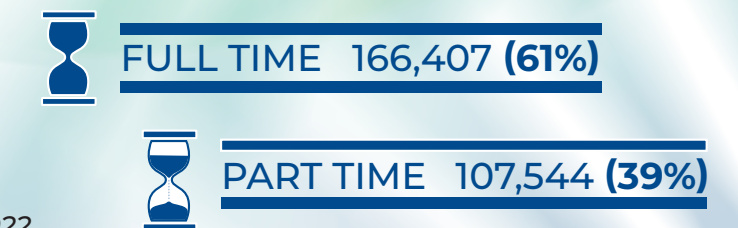
### Unduplicated Headcount by Race/Ethnic Groups



### Unduplicated Headcount by Age Group



### Unduplicated Credit Hours by Academic Load



### TOTAL CREDIT HOURS

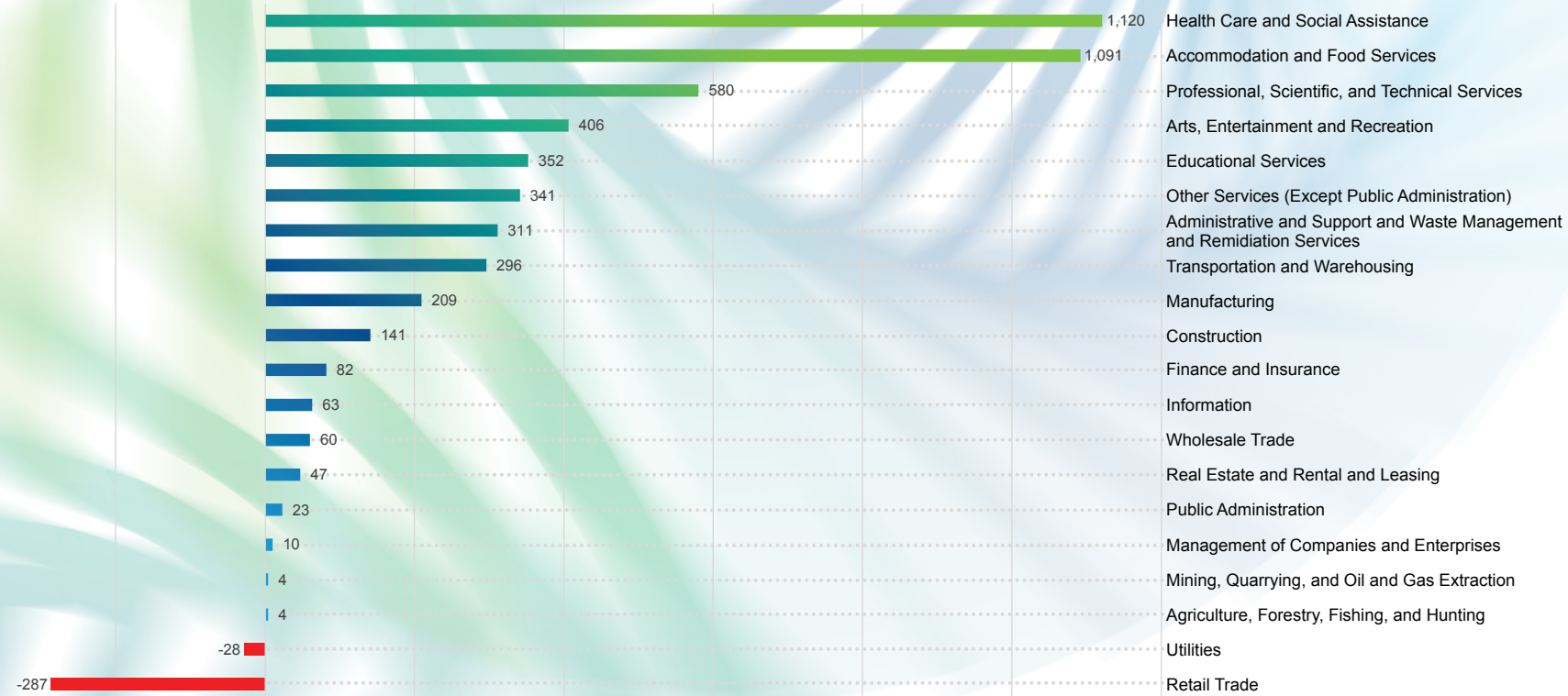


Source: MCC Office of Institutional Research & Analytics, 2022

# INDUSTRY DATA

The MCC service area is projected to experience 4,825 job openings in the next year. Nearly half of those openings—46%—are expected to be in the Health Care/Social Assistance and Accommodation/Food Services industries. The only industries expected to experience a decrease in job openings over the next year are Utilities and Retail Trade.

## 1 Year Projected Job Openings by Industry



Source <http://www.chmuraecon.com/jobseq>



## ALIGNMENT WITH PREPARING MISSOURIANS TO SUCCEED: A BLUEPRINT FOR HIGHER EDUCATION

*“The beauty of MCC Reimagined is that it is everyone’s strategic plan. It belongs to our students, to our employees, to our community, and to you.”*

*MCC Chancellor Dr. Kimberly Beatty*

## SECTION E

### MCC REIMAGINED, 2031

MCC has identified fourteen organizational goals on which to focus the College’s efforts over the next ten years. Collectively, MCC Reimagined, 2031 supports the State of Missouri’s pursuit of its “Big Goal” for higher education: for 60 percent of adults age 24-65 to have a two- or four-year degree or career or technical certificate by 2025.

Set in 2011, the outcome of the Big Goal is directly impacted by statewide efforts to impact five smaller goals identified in Preparing Missourians to Succeed: A Blueprint for Higher Education. These goals are to:

- Increase educational attainment
- Keep college affordable
- Maintain quality
- Expand academic research and innovation
- Build investment, advocacy and partnerships

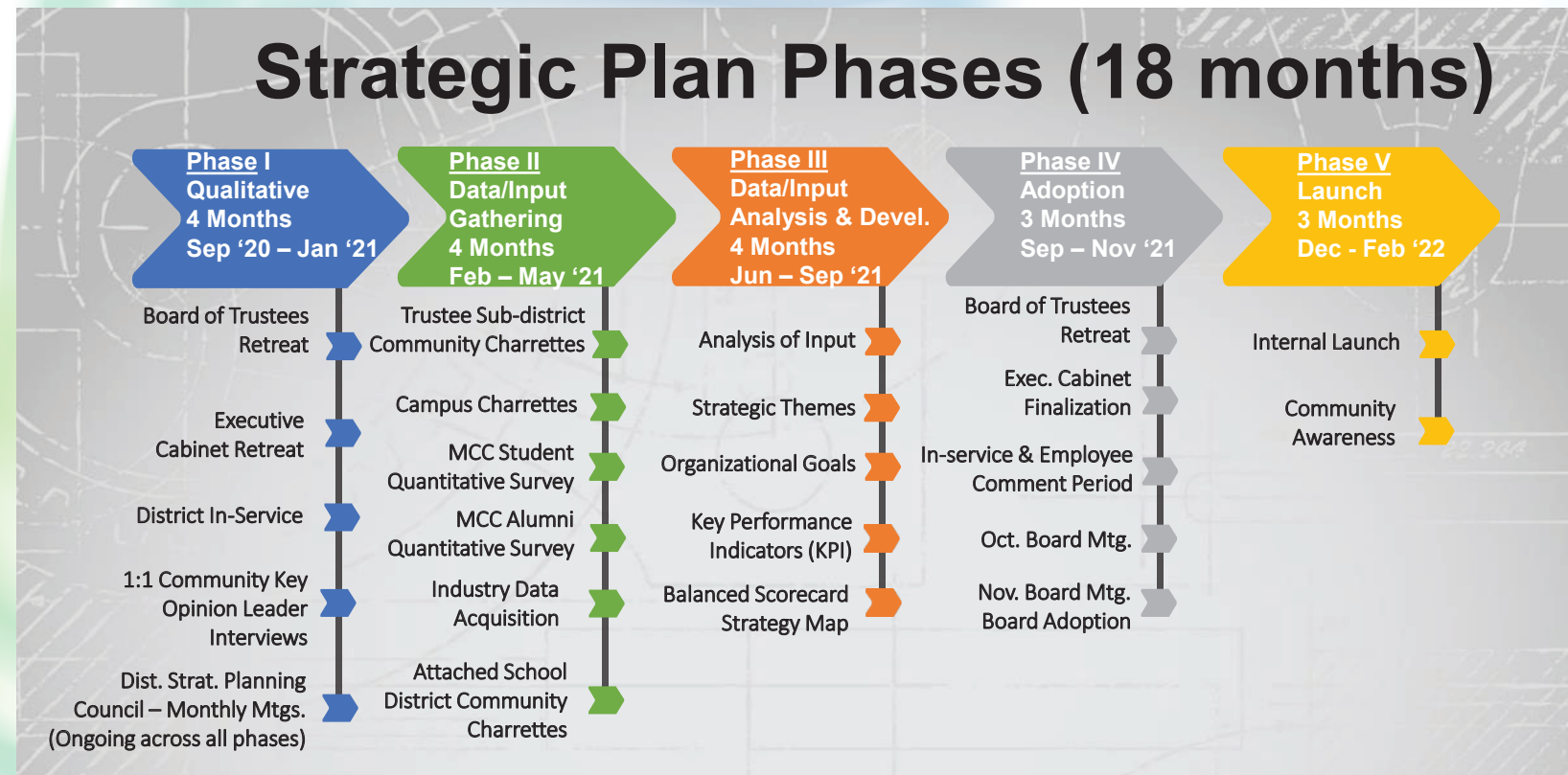
Throughout this section of the Playbook, you will see these statewide goals woven throughout the organizational goals, themes, and KPIs identified in MCC Reimagined, 2031.

As the largest community college system in the State of Missouri, MCC does not take its responsibility to lead the charge in advancing the goals identified in the Blueprint for Higher Education lightly.

The College looks forward to continued collaboration with community and state partners in the pursuit of collective success for Missouri students and families.



## THE PROCESS



The development of MCC Reimagined, 2031 spanned eighteen months and five distinct phases. Thousands of individuals contributed to the creation of MCC's strategic plan through online surveys, individual interviews, internal employee charrettes, community outreach efforts, and meetings of the executive cabinet and the board of trustees. Specifically, the development phases included:

- 36 individual interviews with key opinion leaders in the Kansas City Metro
- 2 comprehensive surveys of current students and alumni
- 31 internal employee charrettes
- 47 internal and external stakeholder meetings

**69%** of students would like MCC to expand degree and/or certificate programs in the coming years

**71%** of students want a quality education to be the first thing people associate with MCC

**78%** of surveyed alumni feel proud or very proud to have attended MCC

**78%** of surveyed alumni say MCC has had a significant or major impact on their life

### MCC Values:

Through careful analysis, the MCC community identified four themes that emerged from over 38,000 unique comments and survey data points collected during the strategic plan development phase. Under the umbrella of these four themes, which are detailed in the subsequent section of this report, are fourteen organizational goals that the College will collectively work to impact over the next ten years.

In addition to new strategic themes and organizational goals, the development of MCC Reimagined, 2031 also led to the development of a revised MCC mission and new vision statement:

**Mission:** Preparing students, serving communities, creating opportunities for all.

**Vision:** MCC will be the Kansas City region's college of choice where all are encouraged to learn, discover, and engage.

The data also lead to the emergence of five organizational value statements that represent the ideals MCC employees hold most dearly.

**Excellence** – We deliver our very best as an employer, community partner, educator and workforce training provider for all of Kansas City.

**Learning** – We promote personal, professional, and lifelong learning opportunities that positively impact lives and shape the Kansas City workforce.

**Equity** – Our institutional infrastructure fosters equity in employment and student learning and eliminates barriers to success for anyone.

**People** – People serve as the cornerstone of what we do and why we do it. We invest in employee development, intentionally recruit and retain a workforce that represents the communities we serve, and embrace individuals of all walks of life as valued members of the MCC Wolf Pack.

**Integrity** – We conduct ourselves transparently, ethically, and in ways that honor the trust placed in us by our students, employees, and communities we serve.

## THE HEART OF THE STRATEGIC PLAN

At the heart of MCC Reimagined, 2031 is a set of four themes, collectively known as MCC's Key Es, that summarizes the aspirations MCC stakeholders have for the College over the next ten years. They are:

**Emerge as a first choice.** MCC will be the number one choice for a two-year degree or career and technical education in the Kansas City metropolitan area and the number one choice for individuals seeking higher education employment in Kansas City.

**Evolve for maximum impact on education and workforce.** MCC will adapt to the evolving needs of higher education and the greater Kansas City workforce.

**Embrace all.** Everyone is welcome at MCC and will find opportunity to further their education within their reach.

**Elevate student, employee and community engagement.** MCC will intentionally engage students, employees, and community members to collectively impact the College's vision.



## MCC'S STRATEGIC CONTINUUM<sup>1</sup>

MCC's Strategic Continuum provides a clear visual representation of each planning element's flow, connection, and purpose across the entire MCC planning spectrum.

**MISSION** Why We Exist

**VALUES** What is Important to Us

**VISION** Where We Want to Go/Be

**STRATEGY** How We will Advance – Our Long-Term Game Plan

**PLAYBOOK** Shared Service/Campus Plans – Specifying Deliverables for Operations

**INSTITUTIONAL EFFECTIVENESS PLANS** **IEPS** Continuous Improvement of Operational Processes

<sup>1</sup>Balanced Scorecard (HBS Press, Kaplan & Norton)



# MCC REIMAGINED, 2031 STRATEGY MAP

MCC is pleased to utilize the Balanced Scorecard strategic planning framework to support data-informed decision-making and goal prioritization. With the Balanced Scorecard framework, MCC will ensure equitable consideration of needs by representing organizational goals within each of its four stakeholder perspectives.

All organizational goals naturally align to one or more strategic themes, as indicated by the roman numeral listed next to each goal.



## MCC MISSION

*Preparing students, serving communities, creating opportunities for all*

## VISION

*MCC will be the Kansas City region's college of choice where all are encouraged to learn, discover and engage*

# STRATEGIC THEMES

- I. **E**merge as a first choice
- II. **E**volve for maximum impact on education & workforce
- III. **E**mbrace all
- IV. **E**levate student, employee and community engagement

## ORGANIZATIONAL GOALS BY STAKEHOLDER PERSPECTIVE

A. STUDENTS, ALUMNI & COMMUNITY	B. ORGANIZATION
<ol style="list-style-type: none"> <li>1. Enhance MCC's brand using holistic student experiences as an expanded community asset (I)</li> <li>2. Establish a mindset for early career identification (II)</li> <li>3. Bridge community and alumni (IV)</li> <li>4. Expand high-impact practices to become a student-ready college (IV) (II)</li> </ol>	<ol style="list-style-type: none"> <li>1. Build a world-class first impression experience (I)</li> <li>2. Demonstrate student-focused decision making (I)</li> <li>3. Implement an equity-centered framework(III)</li> <li>4. Provide high-quality programs &amp; services (II)</li> </ol>
<b>INSTITUTIONAL EFFECTIVENESS</b> <b>OPERATIONAL GOALS - OPERATIONAL TACTICS</b>	

- I. **E**merge as a first choice
- II. **E**volve for maximum impact on education & workforce
- III. **E**mbrace all
- IV. **E**levate student, employee and community engagement

## STAKEHOLDER PERSPECTIVES

C. RESOURCE MANAGEMENT	D. EMPLOYEES
<ol style="list-style-type: none"> <li>1. Expand support for underrepresented populations (III)</li> <li>2. Remove barriers to access (III)</li> <li>3. Develop 21<sup>st</sup> Century technology infrastructure (II)</li> <li>4. Promote effective &amp; efficient stewardship of resources (II)</li> </ol>	<ol style="list-style-type: none"> <li>1. Become a destination workplace (IV)</li> <li>2. Emphasize employee development: personal &amp; professional, with an emphasis on student success (I)</li> </ol>
<b>BUSINESS PLANS (IEPs)</b> <b>TACTICS - MEASUREMENT</b>	

**VALUES: Excellence, Learning, Equity, People, Integrity**

## ASSESSMENT OF THE PLAN

MCC Reimagined, 2031 will be evaluated using a set of Key Performance Indicators (KPIs) to monitor progress toward the fourteen organizational goals identified in the strategic plan. Managed by the Office of Institutional Research, these KPIs will be regularly tracked and reported on the College's public website and shared to all employees at annual in-service. The analysis and assessment of these metrics will be integral to the annual budgeting and planning process as MCC implements the MCC Reimagined, 2031 strategic plan.

Stakeholder Perspective	Goal	KPI	Description
Students, alumni & community	Enhance MCC's brand using holistic student experiences as an expanded community asset	Overall student satisfaction	Student satisfaction will be measured utilizing the Noel-Levitz Survey in odd-numbered years. The Noel-Levitz Survey measures student satisfaction and student priorities. In even-numbered years, an internal student survey will measure overall student satisfaction with services provided by MCC.
Students, alumni & community	Establish a mindset for early career identification	A1) Yr. 1 - Increase in % of students who are placed in a career pathway A2) Yr. 2 and onward – % of students who began on “exploratory” pathway that are now on one of the other seven pathways	A student is considered to be on a “career pathway” if they have not selected an “exploratory” or “undecided” pathway. Early career identification allows the College to provide more targeted resources and guidance throughout the student's time at MCC.
Students, alumni & community	Bridge community and alumni	Increase % giving from Alumni	On an alumni survey administered in the spring of 2021, 78% of respondents reported feeling neutral or disconnected from MCC. Strengthening those feelings of connection is likely to expand the MCC Foundation's donor base, allowing for more financial assistance for current and future students.
Students, alumni & community	Expand high-impact practices to become a student-ready college	A) Increase 3-year graduation rates by student groups B) Increase retention rates by student groups C) Increase Community College Survey of Student Engagement (CCSSE) benchmark scores	A & B) Graduation rates and retention rates will be assessed by gender, age (24 and younger, 25 and older) and academic load (part-time and full-time). C) Community College Survey of Student Engagement (CCSSE) is administered in odd-numbered years.

Stakeholder Perspective	Goal	KPI	Description
Organization	Build a world-class first impression experience	A) MCC First Impression Index growth/increase B) Increase Survey of Entering Student Engagement (SENSE) benchmark scores C) Increase % who say “Institution was my first choice”	A) The First Impression Index will be assessed using a three-question text survey sent to all students on the first day of the fall and spring semesters. The survey will measure first impressions of facilities, technology and enrollment. B) SENSE is administered to new students within the first five weeks of a semester in even-numbered years. C) Students' first choice for institutions will be measured using the Noel-Levitz Survey in even-numbered years and an internal student survey in odd-numbered years.
Organization	Demonstrate student-focused decision making	A) Maintain general fund expenditures of: a) Greater than 40-45% toward Instruction b) Greater than 10-15% toward Student Services B) Increase participation in student government by campus	B) The number of students participating in student government, MCC advisory boards, and other student leadership positions will be determined by a roster of identified student leaders submitted by the Dean of Student Development and Enrollment or the Student Engagement Manager of each respective campus by Oct. 1 of each year.
Organization	Provide high-quality programs and services	A) Increase the % of students meeting institutional learning outcomes B) % of students passing board or professional licensing exams	A) The percentage of students meeting institutional learning outcomes is a vital measurement of student success and is an important factor in MCC's accreditation criteria. B) MCC is committed to meeting or exceeding the Missouri state funding performance metric requirement.
Organization	Implement an equity-centered framework	A) Hiring practices: Increase MCC employee demographics to mirror student population B) Increase % of employees (faculty, staff and administration) and students participating in structured conversations about DEI	A) KPI was recommended by the John N. Gardner Institute for Excellence in Undergraduate Education following the participation of an MCC cohort in an extensive development activity hosted by the Institute in the summer of 2021.

Stakeholder Perspective	Goal	KPI	Description
Resource Management	Expand support for underrepresented populations	A) Increase course success rates among underrepresented student populations B) Increase retention rates among underrepresented student populations	A & B) Success and retention rates will be assessed by race/ethnicity (Black/African American, White, Hispanic, Other, Unknown), by disability status, and by Pell recipient status.
Resource Management	Remove barriers to access	A) Increase 3-year graduation rates by student groups B) Increase retention rates by student groups C) Decrease achievement gaps by student groups	A, B & C) Graduation, retention and achievement rates will be assessed by gender, age (25 and younger, 25 and older) and academic load (part-time and full-time).
Resource Management	Develop 21st century technology infrastructure	Increase in satisfaction with technology for students and employees	Student satisfaction will be measured using the Noel-Levitz Survey. Employee satisfaction will be measured using the annual MCC Employee IT Satisfaction Survey.
Resource Management	Promote effective and efficient stewardship of resources	A) Total Composite Financial Indicator (CFI) Score B) % of general fund expenditures related to salary and benefits	A & B) A healthy CFI and percentage of general fund expenditures related to salary and benefits is indicative of the overall financial health of an organization.
Employees	Become a destination workplace	A) Net Promoter Score (NPS) from from the Clarity Performance Index (CPI) Survey B) Increase employee retention rate	A) The Net Promoter Score (NPS), a tool used to assess customer experience, is determined by the Clarity Performance Index (CPI), administered to all MCC employees every two years.
Employees	Emphasize employee development: personal & professional, with an emphasis on student success	Increase in % of employees completing 20 hours of personal or professional development	All personal and professional development will be self-tracked by employees using the College's employee performance tracking system. Mandatory personal and professional development activities are included in the total.





*MCC utilizes a comprehensive planning model to ensure the College's planning is systematic, integrated, and informed by the external and internal factors that impact the functioning of the College. The ten-year timeline on the following pages outlines the planning schedule of the College, demonstrating how various planning elements interact and inform one another.*

## SECTION F

### PLANNING CYCLES

## PLANNING CYCLE DEFINITIONS



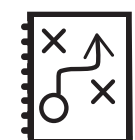
**HLC Accreditation (10 years) —**  
The Higher Learning Commission (HLC) is the ultimate accrediting body of MCC. HLC Accreditation occurs every 10 years, with a mid-point visit five years into the cycle. The next accreditation visit will take place in AY 25-26.



**Strategic Plan (10 years) —**  
The strategic plan is the College's ultimate blueprint for future priorities and aspirations. The development of the strategic plan involves extensive stakeholder engagement and data analysis to ensure all perspectives are represented. MCC's current strategic plan, MCC Reimagined, 2031, was adopted in November 2021 and began in January 2022.



**Shared Service/Campus Plans (three years) —**  
Shared service and campus plans inform mid-range planning at MCC. Developed by every campus and shared service in the College, these plans identify 3-year goals in support of the broader goals identified in the 10-year strategic plan.



**Playbook (three years) —**  
The Playbook, a complement to the strategic plan, is updated every three years to include the latest shared service/campus plans.



**Support Services Environmental Scan (two years) —**  
The environmental scan is an assessment of service units encompassed within support services across the College. The goal of the scan is to assess both quality and importance of service areas to College leadership.



**Economic Impact Study (five years) —**  
The Economic Impact Study assesses the impact MCC has on the Kansas City regional economy and details the financial benefits of the College for students, taxpayers, and society.



**Budget planning (annually) —**  
The College undergoes an annual budget cycle during which it assesses revenue estimates and plans for future operating needs based on the input of college stakeholders, initiatives in the strategic plan, and changes informed by the current operating environment. The fiscal year runs from July 1 – June 30.



**Institutional Effectiveness Plans (annually) —**  
Institutional effectiveness plans (IEPs) are conducted annually by over fifty planning units or functional units with specific responsibilities that uniquely contribute to the mission of the College. As part of this planning process, planning units identify short-range (1-year) operational goals in support of their respective shared service/campus plans and the strategic plan. At the end of the annual IEP cycle, findings are reviewed and plans are made for continual improvement of business operations.

# PLANNING CYCLES

-  BUDGET PLANNING (ANNUALLY)
-  INSTITUTIONAL EFFECTIVENESS PLAN (ANNUALLY)
-  SUPPORT SERVICES ENVIRONMENTAL SCAN (2 YEARS)
-  PLAYBOOK (3 YEARS)
-  SHARED SERVICE/CAMPUS PLANS (3 YEARS)
-  HLC ACCREDITATION VISIT (5 YEARS)
-  ECONOMIC IMPACT STUDY (5 YEARS)
-  STRATEGIC PLAN (10 YEARS)

2022

  
STRATEGIC PLAN

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

  
SHARED SERVICE/CAMPUS PLANS

  
PLAYBOOK

2023

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

  
SUPPORT SERVICES ENVIRONMENTAL SCAN

  
ECONOMIC IMPACT STUDY

2024

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

**HLC**  
  
HLC ACCREDITATION VISIT

  
SHARED SERVICE/CAMPUS PLANS

  
PLAYBOOK

  
SUPPORT SERVICES ENVIRONMENTAL SCAN

2025

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

2026

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

  
SUPPORT SERVICES ENVIRONMENTAL SCAN

2027

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

  
SHARED SERVICE/CAMPUS PLANS

  
PLAYBOOK

  
ECONOMIC IMPACT STUDY

2028

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

  
SUPPORT SERVICES ENVIRONMENTAL SCAN

2030

  
BUDGET PLANNING

  
INSTITUTIONAL EFFECTIVENESS PLANS

**HLC**  
  
HLC ACCREDITATION VISIT

2031

## MCC's Integrated Planning Continuum



## MCC Planning Continuum

MCC Reimagined, 2031 outlines the College's path toward success. The organizational goals captured within its pages are bold and will take careful and strategic action in order to achieve success.

In support of planning efforts at the College, MCC utilizes a systematic planning approach in the form of a planning continuum. The planning continuum, shown and detailed above, includes three interconnected and cascading levels of planning that, collectively, allow us to bring our goals to life.

**Strategic Plan (5-10 yr. cycle)** – The strategic plan serves as a blueprint for the College's broad priorities and goals for the next ten years. The plan is comprised of fourteen organizational goals under the umbrella of four general themes. Each organizational goal has at least one corresponding Key Performance Indicator (KPI), which will be used to assess and track progress on the respective goal over the life of the plan. Every step forward on one of the fourteen organizational goals takes the College one step closer to achieving its vision.

**Shared Service/Campus Plans (3 yr. cycle)** – The organizational goals identified in the strategic plan are brought to life in shared service and campus plans. These plans, developed every three years by every shared service and campus across the College, naturally align to and support at least one of the organizational goals from the strategic plan. The nature of the shared service and campus plans allows the different arms of the College to act in pursuit of their unique goals and needs while collectively rowing in tandem towards the College's vision.

**Planning Unit Institutional Effectiveness Plans (IEPs) (1 yr. cycle)** – The goals identified in shared service/campus plans are operationalized through the College's annual institutional effectiveness (IE) cycle. As part of this process, over fifty individual planning units across the College identify unique short-term (1 year) goals that will allow them to help impact the broader goals identified in their shared service/campus plans. At the end of every IE cycle, planning unit managers assess their progress, identify any continuous improvement learnings, and recalibrate their efforts ahead of the next IE cycle.

## INSTITUTIONAL EFFECTIVENESS CYCLE

The annual Institutional Effectiveness Plan (IEP) Cycle begins June 1 and concludes May 31 every year. In June, MCC planning units, or functional units with specific responsibilities that uniquely contribute to the mission of the College, identify three operational goals they intend to impact over the coming year. For every operational goal, they also identify corresponding operational tactics, performance measurements, and targets. Additionally, planning units specify the goal(s) identified in their respective shared service or campus plan each operational goal supports.

The goals are executed throughout the year, and in May, planning units "close the loop" on their IEPs. As part of

this process, they identify performance measure results, explain continuous improvement learnings, and identify any future budgetary needs that surfaced over the IEP cycle. All IEPs are housed in a digital platform called ClearWolf, allowing for district-wide collaboration and learning.

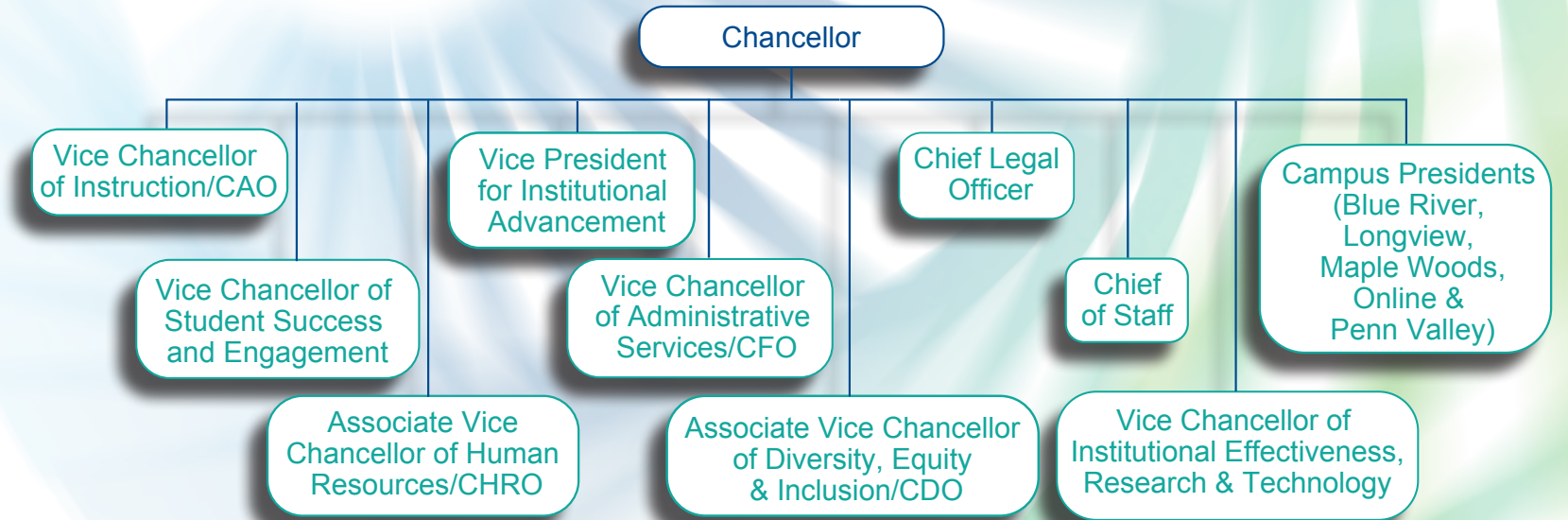
Strategic Theme(s)	HLC Alignment	Operational Tactic	Performance Measure	Target	Performance Measure Results	Continuous Improvement	Results Met	Requesting FY25 Budget Dollars	If "yes", please describe*
4: Culture and Environment 5: Structure and Processes	5-Resources Planning & Institutional Effectiveness	1. Redesign and streamline IEP form 2. Provide training on IEP form	1. IEP completion rate 2. PUM participation	1. 100% 2. 80% participation	1. A 100% completion rate was achieved! 2. Attendance has been >80%. We have combined the closing of the loop training and opening of the loop training into one 30 min session to better maximize all PUMs time and that has been well received.	We will continue to enhance the IEP form page to make information available to the PUMs as they need to reference for completion of their IEPs. For example, making the new Strategy Map available below the IEP form but all on the same page for ease of reference.	Completed	No	

A major component of MCC's integrated planning matrix is mid-range planning in the form of shared service and campus plans. The plans, developed every three years by the stakeholders of each respective shared service or campus, serve as an opportunity to bring the strategic plan's organizational goals to life. The flexible nature of this planning component respects the unique context and priorities of each shared service and campus while still ensuring collective advancement in pursuit of the College's overarching vision.

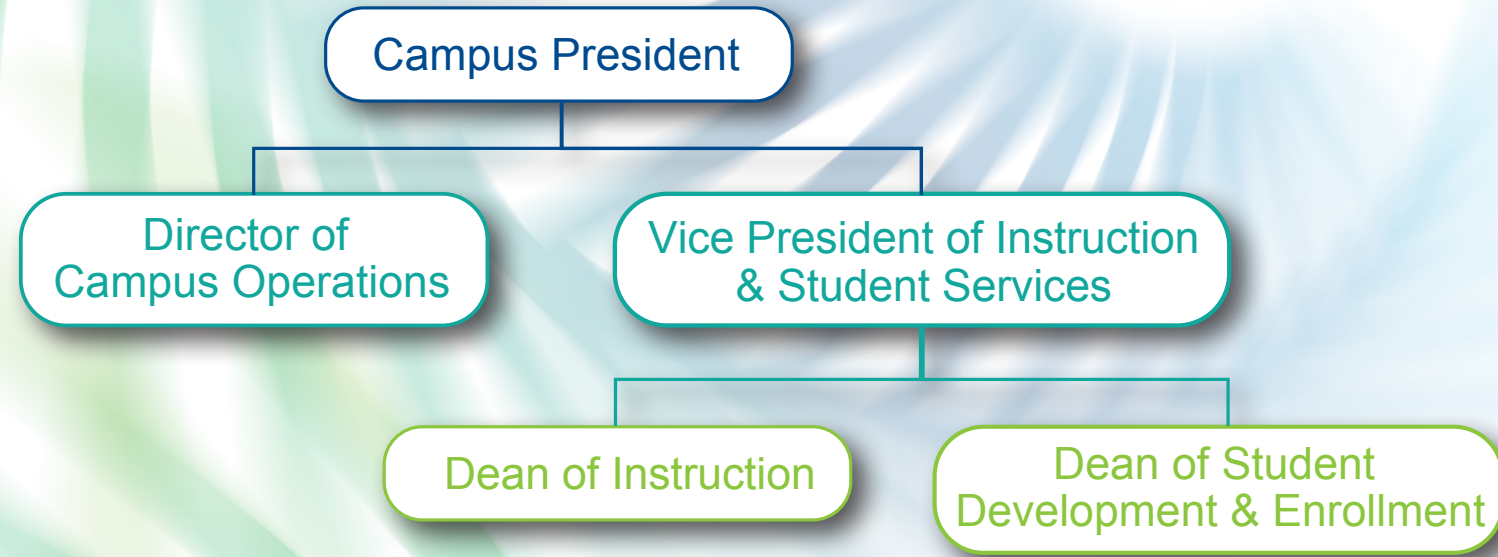
## SECTION G

### SHARED SERVICE/ CAMPUS PLANS

The 2022-2025 campus and shared service plans are outlined in the remainder of this section. Each plan shows the Executive Cabinet member who guides the shared service/campus and their reports who are director-level or higher. The highest level organizational structure is noted below and the specific shared service and campus organizational charts follow on the subsequent pages.



# MCC-BLUE RIVER CAMPUS



## MCC-Blue River Campus Overview

MCC-Blue River serves a region comprising five school districts across Eastern Jackson County, as well as students from other districts wishing to study at the campus. In addition to a robust offering of transfer coursework, MCC-Blue River houses MCC's Public Safety Institute, providing well-respected and fully accredited programs in Law Enforcement, Fire Science, and Cybersecurity. At its new Blue River-East facility, the campus offers a Line Worker program and several non-credit workforce training programs. MCC-Blue River maintains high school partnership agreements and provides early college opportunities to high schools across its service area. The campus seeks to provide students with a robust and supportive environment and engage the local communities to service the needs of all citizens.

### Mission

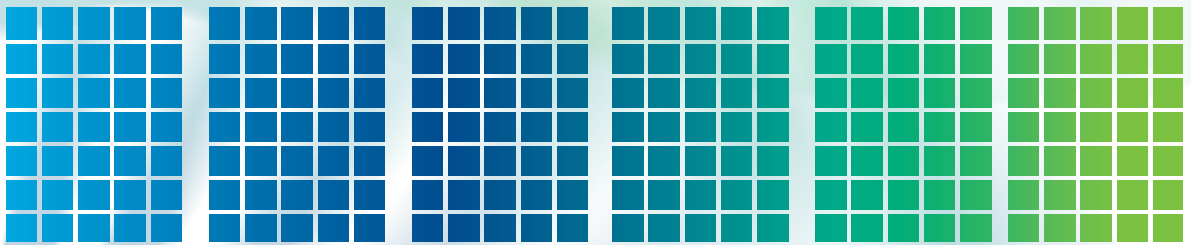
Preparing students, serving communities, and creating opportunities for all.

### Vision

MCC-Blue River will be the premier college of choice for Eastern Jackson County and surrounding areas.

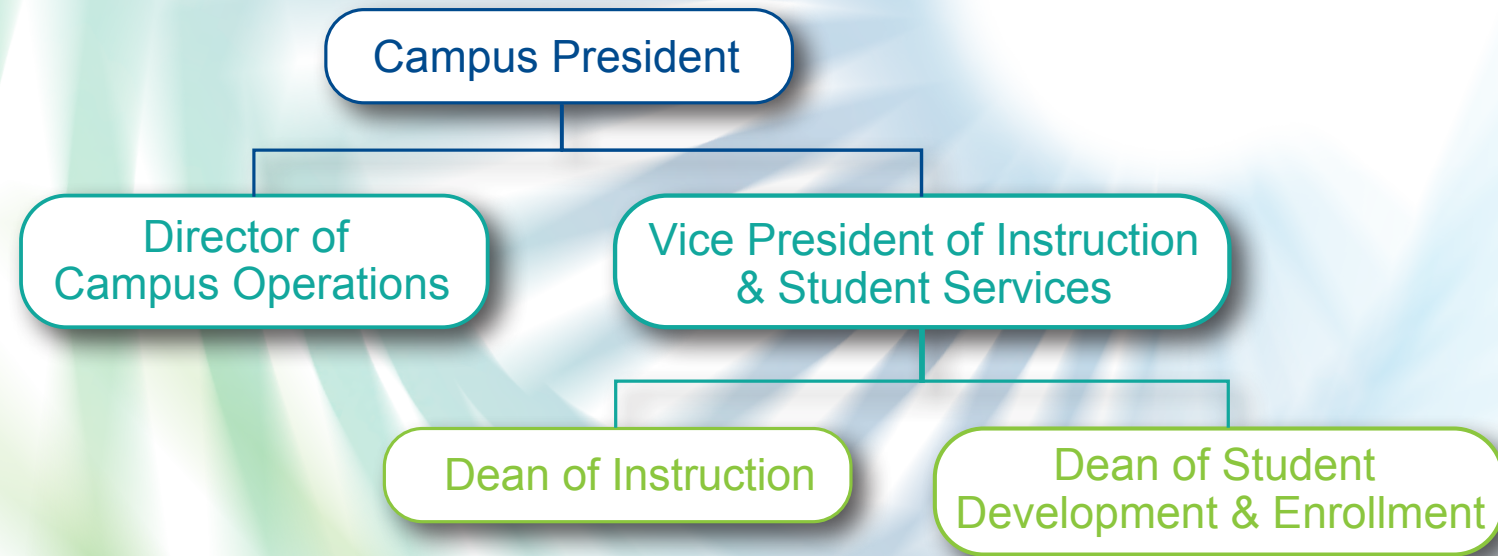
### Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Campus Goal	KPI/Outcome Measure(s)
Provide high quality programs and services	Become a more comprehensive campus by leveraging growth opportunities in general studies and new career/technical offerings.	Increase the % of students meeting institutional learning outcomes. Increase retention rates by student groups.
Enhance MCC's brand using holistic student experiences as an expanded community asset	Develop a robust student experience at the Blue River campus through curricular, co-curricular, and extra-curricular programming.	Increase overall student satisfaction. Increase retention rates by student groups.
Build a world-class first impression experience	Strengthen high school, industry, and community partnerships.	MCC First Impression Index growth/increase. Increase % who say "Institution was my first choice."
Expand support for underrepresented populations	Evaluate and improve campus support structure and mechanisms for underrepresented campus groups.	Increase course success rates among underrepresented student populations. Increase retention rates among underrepresented student populations.





# MCC-LONGVIEW CAMPUS



## MCC-Longview Campus Overview

With an innovative spirit and rich history of excellence in teaching and learning, the MCC-Longview Campus serves south Kansas City, southeastern Jackson County, Cass and Bates Counties. The aesthetically beautiful campus overlooks Longview Lake on land donated by the family of R.A. Long. The campus is known for strong transfer preparation programs, automotive technology, business, cultural arts, education, engineering, pre-professional health sciences, and software development. MCC-Longview collaborates with school districts to provide enriching dual enrollment programs taught on campus and dual credit courses taught at many area high schools. MCC-Longview has a strong presence in the community through our actively engaged faculty and staff, students, and successful alums. The campus features a variety of student organizations, successful intercollegiate athletic teams in volleyball, golf, and cross-country, and opportunities to work with accomplished faculty and staff. Students and employees alike find a welcoming campus community where they develop a sense of belonging and collegiality.

### Mission

Preparing students, serving communities, and creating opportunities for all.

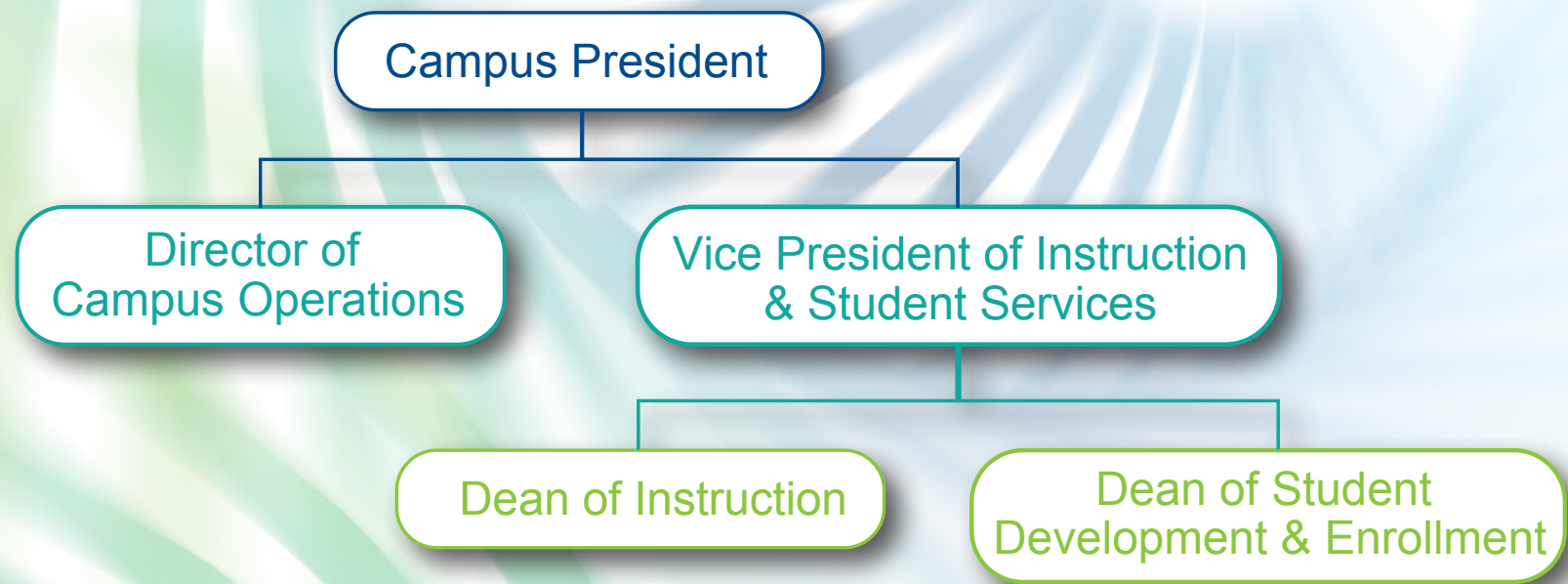
### Vision

To achieve enduring excellence in academic innovation, student support and community engagement.

## Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Campus Goal	KPI/Outcome Measure(s)
Become a destination workplace Emphasize employee development: personal & professional, with an emphasis on student success	Strengthen employee trust and morale to foster a workplace of appreciation, employee engagement and retention.	Increase Net Promoter Score (NPS) from CPI survey. Increase employee retention rate.
Expand high-impact practices to become a student-ready college Provide high-quality programs & services	Facilitate the growth and support of academic programs in order to improve student graduation and transfer rates.	Increase 3-year graduation rates by student groups. Increase retention rates by student groups. Increase Community College Survey of Student Engagement (CCSSE) benchmark scores. Increase the % of students meeting institutional learning outcomes.
Implement an equity-centered framework Expand support for underrepresented populations Remove barriers to access	Promote an inclusive and equitable campus culture to foster student engagement and prepare students for lives of civic and social responsibility.	Increase course success rates among underrepresented student populations. Increase retention rates among underrepresented student populations. Increase 3-year graduation rates by student groups Increase retention rates by student groups. Decrease achievement gaps by student groups. Increase % of employees (faculty, staff and administration) and students participating in structured conversations about DEI.
Enhance MCC's brand using holistic student experiences as an expanded community asset Bridge community and alumni Demonstrate student-focused decision-making	Increase student civic engagement by expanding diverse and strategic affiliations with community partners in the MCC-Longview service area.	Increase overall student satisfaction. Increase student participation in student government, clubs and organizations, and advisory boards.

# MCC-MAPLE WOODS CAMPUS



## MCC-Maple Woods Campus Overview

MCC-Maple Woods opened in the Northland in 1969 to more than 1,000 students. Over the next 53 years, the campus flourished, with more than 4,000 students enrolled in 2021. A strong general education program featuring modern science laboratories, a vibrant humanities program, GIS Technology and an internationally recognized Veterinary Technology program make for a plethora of offerings for students starting their future at MCC-Maple Woods each year. Many students in Clay and Platte Counties attend Maple Woods to earn credit in general education courses in preparation for transfer to four-year institutions. The campus is the heart of activity for many community events, performances and seminars. It is also home to countless activities including many student clubs and organizations as well as a local election polling place. The lush grounds include 225 acres, 12 buildings and access to local walking paths. It is the northernmost of all MCC campuses and also home to a baseball program that can boast more than 25 players signed to major leagues.

### Mission

Preparing students, serving communities, and creating opportunities for all.

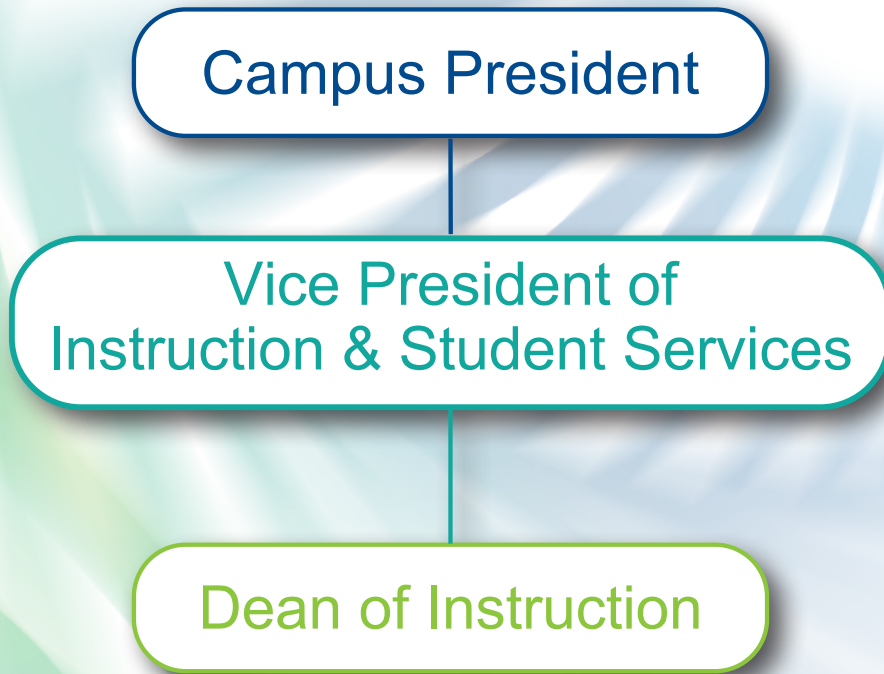
### Vision

MCC-Maple Woods will be the Kansas City Northland region's campus of choice where all are encouraged to learn, discover and engage.

### Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Establish a mindset for early career identification	Strategically increase programs offered at Maple Woods to include an agriculture program and others to meet industry and workforce needs.	Yr. 1 - Increase of 1% of students who are placed in a career pathway. Yr. 2 and onward – 2% of students who began on “exploratory” pathway that are now on one of the other seven pathways.
Build a world-class first impression experience	Increase and sustain the College's physical capacity and usage to support student learning, including additional laboratory space, enclosed study spaces, and student support, among others.	MCC First Impression Index growth/increase. Increase Survey of Entering Student Engagement (SENSE) benchmark scores. Increase % who say “Institution was my first choice.”
Provide high-quality programs & services	Create an excellent educational experience for diverse learners.	Increase the % of students meeting institutional learning outcomes.

# MCC-ONLINE CAMPUS



## MCC-Online Campus Overview

MCC-Online serves the as the College’s virtual campus. We provide access for students to complete any of seven degrees and 11 certificates fully online. We guarantee that courses will be available in two degree pathways which students can begin at any of seven different starting points during the year. MCC-Online offers comprehensive student services all at a distance, with our goal of providing an exceptional online experience for all students.

MCC-Online’s Instructional Technology team manages, supports and trains on enterprise-level instructional technology. Through quality design and support practices, we seek to provide the best experience for all students, with deliberate consideration of universal design concepts. The team provides this support for all instructional modalities throughout the College.

### Mission

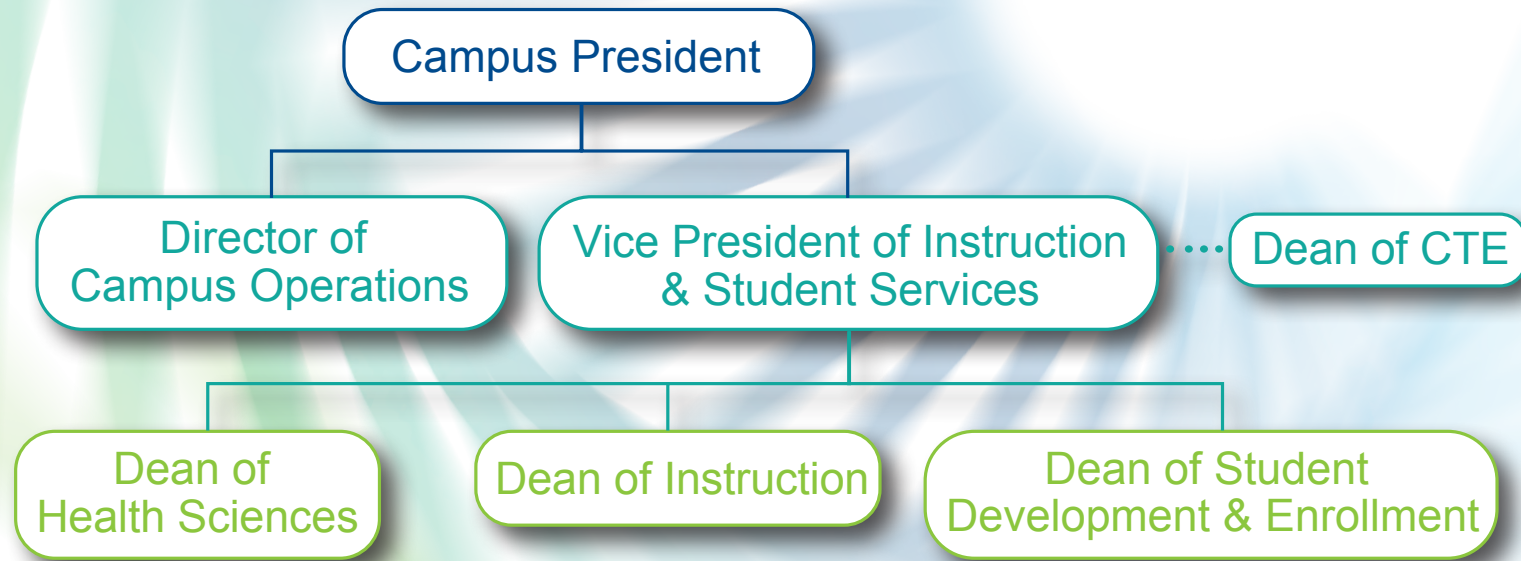
Preparing students, serving communities, and creating opportunities for all.

### Vision

MCC-Online will be the Midwest’s premier choice for online education where all are encouraged to learn, discover, and engage.

### Goals and Alignment with MCC’s Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Remove barriers to access	Increase out-of-district online enrollment.	Increase retention rates by student groups.
Provide high-quality programs and services	Develop content needed to make additional high demand degrees and certificates available fully online.	Increase the % of students meeting institutional learning outcomes.
Expand high-impact practices to become a student-ready college	Create a comprehensive college staffing and services model for Online as a virtual campus.	Increase retention rates by student groups.
Develop 21st century technology infrastructure	Move MCC Instructional Technology forward towards effective and engaging practices.	Increase in satisfaction with technology for students and employees.



**MCC-Penn Valley Campus Overview**

MCC-Penn Valley, located in midtown Kansas City, is positioned to meet the needs of Kansas City’s urban core. Home of fifteen Career and Technical Education programs, MCC-Penn Valley is dedicated to preparing students for transfer and high-demand jobs to provide stable employment, support industry workforce needs, and contribute to economic growth. The campus is home to three state-of-art facilities: the Health Science Institute (HSI), Advanced Technical Skills Institute (ATSI), and the Engineering Technology building (ETEC). MCC-Penn Valley is also known for its Early Childhood Education and Development program and the Francis Institute, offering continuing education training for educators.

**Mission**

Preparing students, serving communities, and creating opportunities for all.

**Vision**

Metropolitan Community College-Penn Valley Campus will provide exemplary services and programs that will nurture the whole student and encourage them to succeed.

**Goals and Alignment with MCC’s Balanced Scorecard (BSC) Strategy Map**

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Provide high-quality programs and services	Become the leader of Career and Technical Education programs in the urban core.	Increase the percentage of students meeting institutional learning outcomes. Percent of students passing board or professional licensing exams. Increase percentage of admitted students in CTE programs.*
Remove barriers to access Implement an equity-centered framework	Develop and implement a comprehensive campus hiring and onboarding plan for faculty and staff.	Increase employee retention rate. Increase campus employee satisfaction survey results.*
Remove barriers to access Implement an equity-centered framework Provide high-quality programs and services Demonstrate student-focused decision making	Design and implement a plan that is student-focused where students are engaged throughout their time at the campus.	Increase 3-year graduation rates by student groups. Increase retention rates by student groups. Increase Community College Survey of Student Engagement (CCSSE) benchmark scores.
Develop 21st Century technology infrastructure Demonstrate student-focused decision making	Adapt to the changing needs of students through communication and technology by identifying the balance between high touch and high-tech points.	Increase course success rates among underrepresented student populations. Increase retention rates among underrepresented student populations. Increase student satisfaction %.

\* Specific KPI identified by the SS/Campus



Chancellor

Associate Vice Chancellor of Diversity, Equity & Inclusion/ Chief Diversity Officer



**Diversity, Equity & Inclusion Shared Service Overview**

The Office of Diversity, Equity, and Inclusion aspires to foster an environment where the open exchange of ideas is encouraged and supported. We will work to advance crucial conversations, initiatives, and practices that promote diversity, equity, and inclusion. Our higher education ecosystem will engender a sense of belonging.

**Mission**

Preparing students, serving communities, and creating opportunities for all.

**Vision**

Through education and empowerment, we will be the premier diversity, equity, and inclusion model in the region.

**Goals and Alignment with MCC’s Balanced Scorecard (BSC) Strategy Map**

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Implement an equity-centered framework	Develop a robust Diversity, Equity, and Inclusion Plan that will create a positive learning and work environment.	Hiring practices: Increase MCC employee demographics to mirror student population. Increase % of employees (faculty, staff and administration) and students participating in structured conversations about DEI.
Remove barriers to access	Work collaboratively across the district to advance the principles of equity and inclusion that focus on the concerns of our diverse communities.	Increase 3-year graduation rates by student groups. Increase retention rates by student groups. Decrease achievement gaps by student groups.
Expand support for underrepresented populations	Implement equity structures such as embedded student support and faculty development in courses where students with the greatest needs are enrolled.	Increase course success rates among underrepresented student populations. Increase retention rates among underrepresented student populations.

# FINANCIAL & ADMINISTRATIVE SERVICES



## Financial & Administrative Services Shared Service Overview

The Finance and Administrative Services Unit is comprised of the Finance and Accounting Services, Facilities Services, Procurement Services and Budgeting & Planning Services teams. These groups play a critical role in supporting the stewardship efforts of the College's assets and resources (fiscal, physical, HR, and IT).

### Mission

Preparing students, serving communities, and creating opportunities for all.

### Vision

Continuously identify, develop, and enhance systems and processes that improve the student and employee experience.

## Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Become a destination workplace	Identify and implement continuous activities/actions to contribute favorably to the "Total Experience" in the most efficient and effective ways to improve services provided to all patrons in the College community.	Net Promoter Score (NPS) from CPI survey. Increase employee retention rate.
Remove barriers to access Promote effective & efficient stewardship of resources	Improve communications via available resources and all modalities to allow patrons to not only assist themselves, but navigate successfully through MCC's required protocols and policies.	Total Composite Financial Indicator (CFI) Score.
Emphasize employee development: personal & professional, with an emphasis on student success	Participate in professional development by attending regional conferences/workshops.	Increase in % of employees completing 20 hrs. of personal or professional development.





**Foundation Shared Service Overview**

The MCC Foundation advances the mission of MCC by attracting resources that increase student access to educational opportunities and support quality programs and environments that respond to the education and workforce needs of the community.

**Mission**

Preparing students, serving communities, and creating opportunities for all.

**Vision**

The MCC Foundation will be the premier community college foundation in the greater Kansas City region.

**Goals and Alignment with MCC’s Balanced Scorecard (BSC) Strategy Map**

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Bridge Community & Alumni	Establish the MCC Alumni network through a series of events and appeals.	Increase % giving from Alumni.
Remove barriers to access	Work collaboratively with MCC’s Enrollment and Financial Aid department to strengthen the promotion of the Foundation’s private scholarship opportunities and application periods through marketing, events and social media.	Increase retention rates by student groups.
Expand support for underrepresented populations	Aggressively pursue community organizations and individual donors to establish scholarship opportunities for underrepresented student populations.	Increase retention rates among underrepresented student populations.

# FACILITY SERVICES



## Facility Services Shared Service Overview

The Metropolitan Community College (MCC) Facility Services Department is responsible for a variety of functions that maintain the MCC Facilities ecosystem, including facilities planning and operations, maintenance, custodial, grounds, in-house renovation, utilities management, capital and maintenance, and repair project management. Additionally, the department is responsible for auxiliary services including inter- and intra- campus mail and print shop operations.

The department is comprised of a district-level leadership team and campus specific teams led by the Chief Facilities Officer. The district-level leadership team includes the Executive Director of Facility Operations, Director of Facility Support, project managers, utilities and energy coordinators, and administrative support staff.

Each campus team is led by the campus facilities superintendent and includes a staff of maintenance mechanics, custodians (in-house or contract), and groundskeepers. They are supported by a series of contracts to provide the needed labor and technical expertise to improve the natural environment and built infrastructure.

MCC Facilities utilizes a combination of in-house and external vendor services to design, maintain and operate the facilities and grounds of the College at multiple, geographically-separated locations.

## Mission

Preparing students, serving communities, and creating opportunities for all.

## Vision

MCC's students and employees and the local community will recognize MCC's Facility Services Department as a leader in campus sustainability and facilities stewardship.

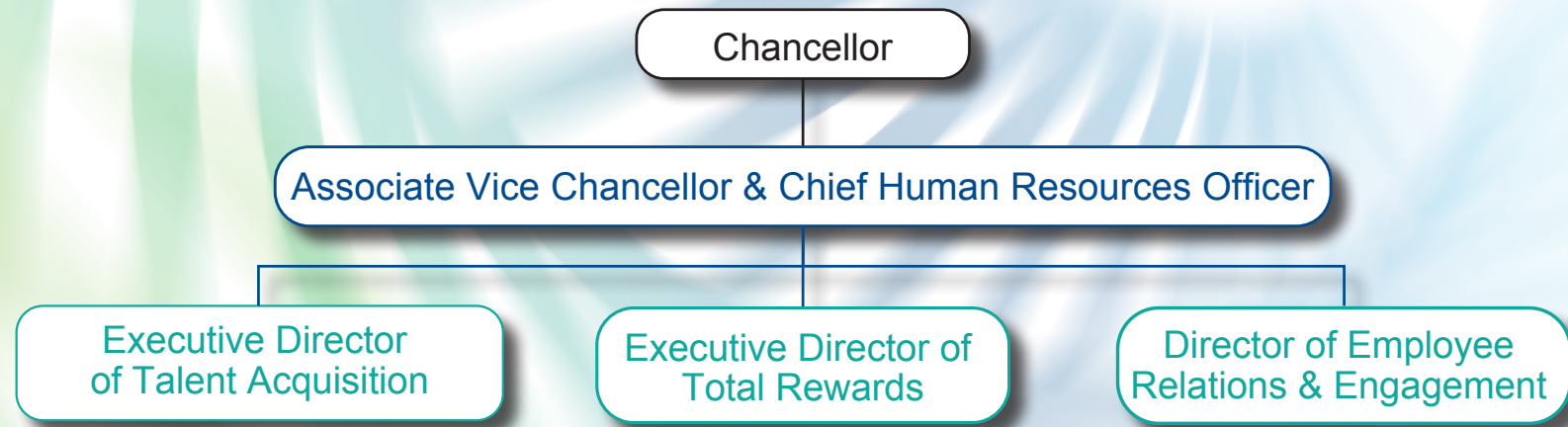
### Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service Goal	KPI/Outcome Measure(s)
Expand high-impact practices to become a student-ready college Build a world-class first impression experience Become a destination workplace	Based upon facilities planning, continue to enhance facilities to create a 21st century teaching and learning environment.	MCC First Impression Index growth. Increase Survey of Entering Students Engagement (SENSE) benchmark scores. Increase Net Promoter Score (NPS) from CPI survey.
Provide high-quality programs and services Remove barriers to access Promote effective and efficient stewardship of resources	Continue to develop, implement and improve facility services processes to support a 21st century teaching and learning environment.	Increase the % of students meeting institutional learning outcomes (ILOs). % of students passing board or professional licensing exams. Total Composite Financial Indicator (CFI) Score. Increase retention rates by student groups.
Emphasize employee development: personal & professional, with an emphasis on student success	Continue to identify professional development opportunities for employees in the facility services department.	Increase in % of employees completing 20 hours of personal or professional development.





# HUMAN RESOURCES



## Human Resources Shared Service Overview

The HR department collaborates with leadership and campus partners to provide resources and engagement opportunities that support our organizational culture. Human Resources models a climate that provides valuable engagement opportunities in the areas of benefits/total rewards, college policies, compensation, employee relations including diversity and inclusion, health and wellness, professional development, and talent acquisition.

### Mission

Preparing students, serving communities, and creating opportunities for all.

### Vision

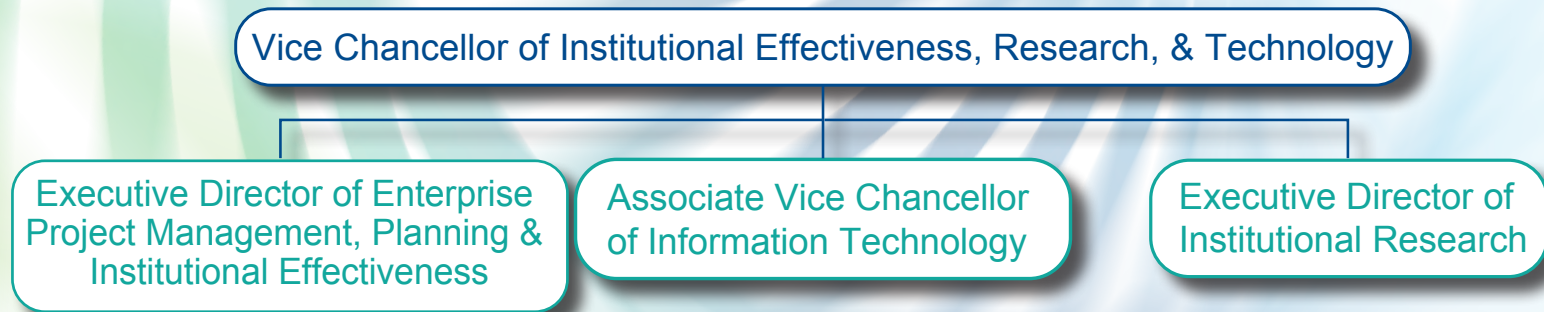
Human Resources will collaborate with leadership to hire, retain and develop employees by cultivating and sustaining a healthy, productive and inclusive work environment to support our most valuable resource, our people.

## Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Emphasize employee development: personal & professional, with an emphasis on student success	Offer a robust professional and personal development program.	Increase in % of employees completing 20 hours of personal or professional development per year.
Become a destination workplace	Ensure MCC offers and maintains a highly-competitive benefits package.	Net Promoter Score (NPS) from CPI survey. Increase employee retention rate.
Become a destination workplace	Streamline MCC's full-time and part-time hiring processes.	Net Promoter Score (NPS) from CPI survey. Increase employee retention rate.
Implement an equity-centered framework	Utilize employee demographic data to determine staffing needs across the district to determine gaps and support the growth of an equity-centered framework.	Hiring practices: Increase MCC employee demographics to mirror student population.



# INSTITUTIONAL EFFECTIVENESS, RESEARCH & TECHNOLOGY



## Institutional Effectiveness, Research & Technology (IERT) Shared Service Overview

IERT provides some of the most critical shared services that keep the organization open, such as:

1. Ensuring compliance with state and federal requirements
2. Providing critical business intelligence in support of organizational goals such as retention, enrollment and growth forecasting
3. Consulting services and leadership in setting organizational imperatives through planning and organizational effectiveness
4. Providing and maintaining a stable and secure state-of-the-art information technology portfolio.

### Mission

Preparing students, serving communities, and creating opportunities for all.

### Vision

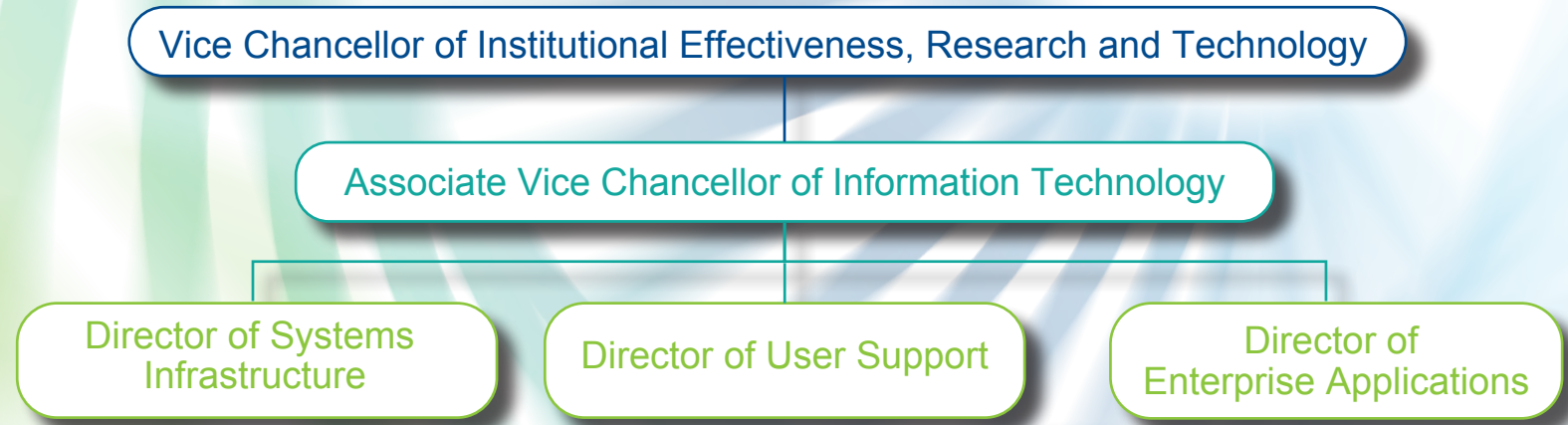
Make MCC an optimized and digitalized organization.

## Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service/Campus Goal	KPI/Outcome Measure(s)
Develop 21st Century technology infrastructure	MCC will provide information technology that creates value for MCC employees and students.	Increase in satisfaction with technology for students and employees.
Build a world-class first impression experience	MCC will leverage analytics to increase competitive intelligence.	MCC first impression index growth/increase.
Enhance MCC's Brand using holistic student experiences as an expanded community asset Provide high-quality programs & services	Continue to grow the planning (strategic, institutional effectiveness/continuous improvement/process improvement) mindset throughout the College as MCC Reimagined, 2031 and the playbook take root.	Overall student satisfaction.



# INFORMATION TECHNOLOGY



## Information Technology Shared Service Overview

Although Metropolitan Community College (MCC) decentralizes information technology across multiple functional areas, including Student Success and Engagement, Finance, Instruction Technology, and MCC-Online, the Office of Information Technology (OIT) manages the College’s core or central operations of information technology. OIT departments include Systems and Infrastructure, Enterprise Applications, User Support, and Information Security. Additionally, the OIT provides support to the District Technology Coordinating Council (DTCC), the governing body for the College’s technology. The Council consists of faculty, staff and administrators from across the College. The DTCC’s responsibilities include using data and innovation when reviewing, evaluating, and making recommendation for information technology.

### Mission

Preparing students, serving communities, and creating opportunities for all.

### Vision

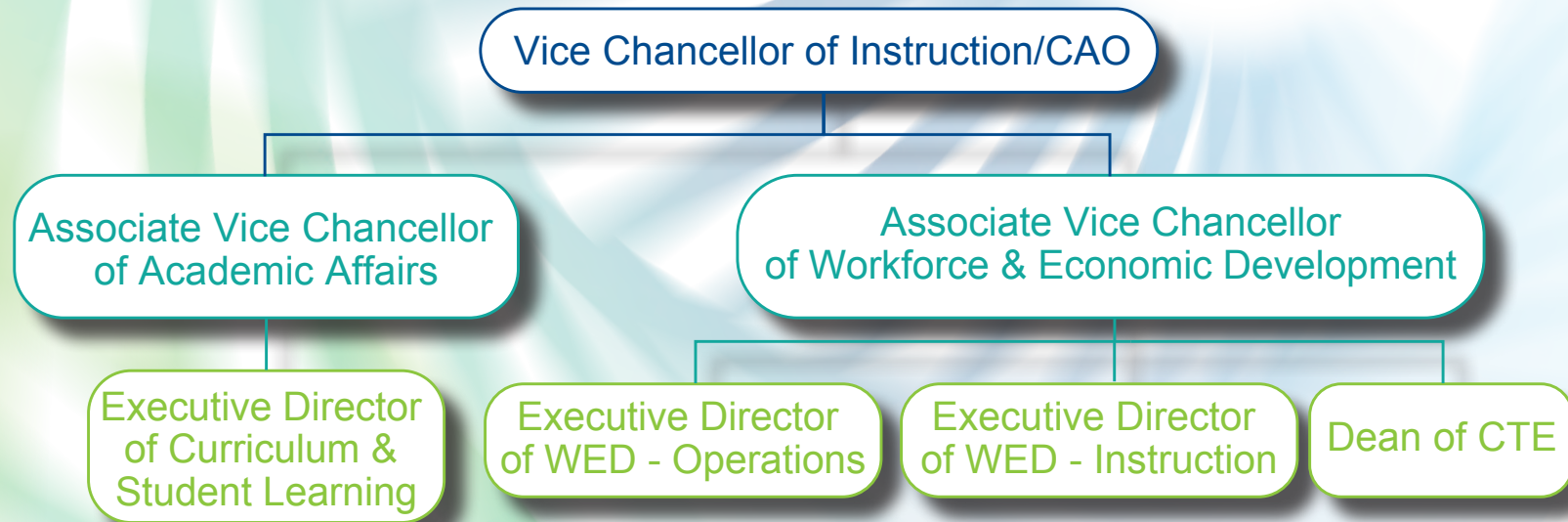
Become a digitally mature organization.

## Goals and Alignment with MCC’s Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service Goal	KPI/Outcome Measure(s)
Develop 21st Century technology infrastructure Expand high-impact practices to become a student-ready college	MCC will provide information technology that creates value for MCC employees and students.	Increase in student satisfaction with student-facing technology. Increase in satisfaction with employee-facing technology year over year.
Develop 21st Century technology infrastructure	MCC will strive to maintain a balanced technology portfolio.	Increase in student satisfaction with student-facing technology. Increase in satisfaction with employee-facing technology year over year.
Develop 21st Century technology infrastructure Expand high-impact practices to become a student-ready college	MCC will provide a safe, stable and robust computing environment to maximize student and employee success.	Increase in student satisfaction with student-facing technology. Increase in satisfaction with employee-facing technology year over year.
Develop 21st Century technology infrastructure	Make IT service areas a destination workplace.	Increase in student satisfaction with student-facing technology. Increase in satisfaction with employee-facing technology year over year.
Develop 21st Century technology infrastructure Expand high-impact practices to become a student-ready college	Technology will transform the College digitally.	Increase in student satisfaction with student-facing technology. Increase in satisfaction with employee-facing technology year over year.



# INSTRUCTIONAL SERVICES



## Instruction Shared Service Overview

The instructional service area is the leading body for all instructional initiatives and projects for the College. This includes curriculum management, revision and development of instructional policies and procedures. Therefore, it ensures academic operations and continuity, faculty development, course scheduling, program review, learning outcome measurement and analysis, workforce and economic development programming, and resource allocation and procurement for all instructional initiatives and programs. Because instruction is the reason for the existence of the institution, this service area has great impact on the College as a whole and is the critical function of Metropolitan Community College.

### Mission

Preparing students, serving communities, and creating opportunities for all.

### Vision

The instructional service area will provide unsurpassed operational efficiencies and learning environments that result in exceptional student achievement rates and workforce impact.

### Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service Goal	KPI/Outcome Measure(s)
Provide high-quality programs and services	Provide high-quality instruction and programs.	Increase the percent of students meeting institutional learning outcomes. Percent of students passing or professional licensing exams. Increase in satisfaction with technology for students and employees.
Expand high-impact practices to become a student-ready college	Foster student success in achievement and completion.	Increase 3-year graduation rates by student groups.
Implement an equity-centered framework	Ensure access and equitable opportunities for students.	Increase course success rates among underrepresented student populations. Increase 3-year graduation rates by student groups.
Enhance MCC's brand using holistic student experiences as an expanded community asset	Respond to workforce, district, and community needs.	Increase in satisfaction with technology for students and employees. MCC First Impression Index growth/increase. Increase % who say "institution was my first choice."

# LEGAL



## Legal Shared Service Overview

The Legal Unit consist of the Legal Department, the Office of Risk Management and Compliance, the Office of Civil Rights, and the Police Department. The Legal Unit works collaboratively with District and Campus leadership and the Emergency Management Team to maintain a safe and compliance-oriented environment for the MCC community.

The Legal Department promotes and maintains ethical standards and a commitment to compliance by providing legal guidance and strategy on districtwide initiatives, policies, contract negotiations, and anticipating and monitoring risk and regulatory compliance.

The Risk Department promotes and maintains a safe and healthy environment by providing health and safety services to the MCC community. Those services include; hazardous waste disposal, insurance claims management, lab safety, and continuity of operations planning.

The Office of Civil Rights promotes and maintains a safe environment for the MCC community by providing training on discrimination and promptly addressing reports of discrimination and harassment and serving as a resource on compliance matters.

The Police Department promotes and maintains a safe and secure environment by providing safety and police services to the MCC community. Those services include policing the district, evaluation of security risks, and training to prepare for security incidents.

The Legal Unit provides some of the most critical risk mitigation and safety and security shared services to ensure a safe and complaint environment for the MCC community, such as:

1. Providing critical risk mitigation measures and support functions in support of organizational goals such as providing high-quality programs and services.
2. Providing support to ensure compliance with state and federal requirements across the district.
3. Providing and maintaining a safe and secure environment of MCC's community and property.

## Mission

Preparing students, serving communities, and creating opportunities for all.

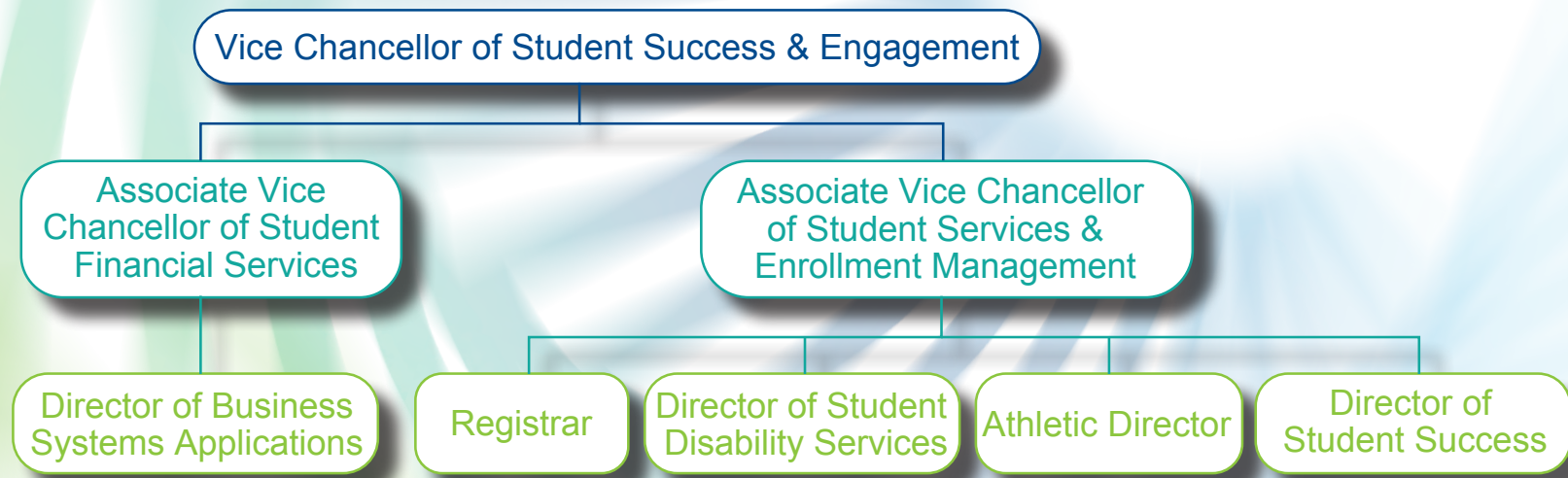
## Vision

To promote an organizational culture that encourages ethical conduct, safety, and a commitment to compliance.

## Goals and Alignment with MCC's Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service Goal	KPI/Outcome Measure(s)
Enhance MCC's brand using holistic student experiences as an expanded community asset Remove barriers to access Become a destination workplace	Provide proactive trainings to improve student and employee facing services to ensure a safety-centered and compliance-oriented mindset throughout the College.	Overall student satisfaction. Increase retention rates by student groups. Increase employee retention rate.
Develop 21st Century technology infrastructure	Utilize technology to complement personnel and improve safety, security and compliance districtwide.	Increase in satisfaction with technology for students and employees.
Promote effective and efficient stewardship of resources.	Evaluate functions and programs to enhance resource efficiencies and mitigate redundancies.	% of General Fund expenditures related to salary and benefits.

# STUDENT SUCCESS AND ENGAGEMENT



## Student Success and Engagement Shared Service Overview

Student Success and Engagement delivers accurate, timely and quality services to campuses and creates a common framework for seamlessly serving students across the district. The work of the team is the back bone of all student services at MCC. The team delivers consistent student systems and processes to support the entire student lifecycle from onboarding to completion; provides student facing technology solutions and employee databases; responds timely and accurately to incoming calls and emails; ensures accessibility for all student populations; addresses student affordability; and manages the delivery and safety of our athletics program. Student Success and Engagement collaborates with campuses and district units to ensure that each student’s experience is a positive one by strategically working behind the scenes to remove barriers in the college’s procedures and processes.

### Mission

Preparing students, serving communities, and creating opportunities for all.

### Vision

Student Success and Engagement is a recognized leader in providing accurate, equitable, reliable and quality services, modern systems and processes to pave the way for student access and success for MCC’s diverse campuses, students, staff and the community.

## Goals and Alignment with MCC’s Balanced Scorecard (BSC) Strategy Map

MCC Organizational Goals	Shared Service Goal	KPI/Outcome Measure(s)
Enhance MCC’s brand using holistic student experiences as an expanded community asset Build a world-class first impression experience Provide high-quality programs and services	Create a seamless high-quality student experience from point of first contact through completion and beyond.	Increase overall student satisfaction. MCC First Impression Index growth/increase. Increase Survey of Entering Student Engagement (SENSE) benchmark scores. Increase % who say “Institution was my first choice.”
Develop 21st Century technology infrastructure	Optimize software capabilities to provide a seamless technology experience for students and staff.	Increase in satisfaction with technology for students and employees.
Establish a mindset for early career identification	Integrate early career goal identification and workforce ready skills throughout the student experience.	Increase in % of students who are placed in a career pathway. % of students who began on “exploratory” pathway that are now on one of the other seven pathways.
Implement an equity-centered framework Expand support for underrepresented populations Remove barriers to access	Focus on process improvements and accessibility with an equity lens.	Increase % of employees (faculty, staff and administration) and students participating in structured conversations about DEI. Increase 3-year graduation rates by student groups. Increase retention rates by student groups. Decrease achievement gaps by student groups.
Become a destination workplace Emphasize employee development; personal & professional, with an emphasis on student success	Enhance the employee experience through modern processes, training and professional development.	Net Promoter Score (NPS) from CPI survey. Increase employee retention rate. Increase in % of employees completing personal or professional development.

METROPOLITAN COMMUNITY COLLEGE

**Y**  **UR** COLLEGE.  
**FUTURE.**